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ABSTRACT

Based on a 1992 survey of 146 child care centers, this report documents the current wages and turnover rates for early child care staff in the St. Louis metropolitan area. The survey was designed to collect descriptive information about the population of individuals working in child care and early education and to provide baseline data to assess professional preparation, career development, retention, and salaries. The greater part of the report consists of tables and charts outlining turnover rates, salaries, and education levels of assistant teachers, teachers, supervisors, and directors of public, private, non-profit, and corporate day care centers. (MDM)

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THE CHILD DAY CARE ASSOCIATION OF ST. LOUIS
CAREER DEVELOPMENT SURVEY: 1992

Introduction:

In September 1992, the Child Day Care Association (CDCA), in conjunction with the St. Louis Association for the Education of Young Children, conducted a career survey of St. Louis area early childhood programs.

The purpose of this effort was two-fold: (1) to collect descriptive information about the population of individuals working in child care/early education, and (2) to provide baseline data to assess professional preparation, career development, retention, and salaries.

This study was to differ from previous salary, benefit, and turnover studies in that it would analyze responses by educational level or professional development level, rather than by job title or responsibilities. Some programs have staff with the title and responsibilities of "teacher" without any advanced training or credentials. Others may have people with Master's degrees and years of experience holding those same positions. The study was designed to give us accurate information about the experience and education of persons actually working in the field and the incentives for advancement, as well as the actual wages being paid.

If we are to seriously confront the issues facing child care and the Early Childhood Education profession, i.e., staff retention, low pay, and low professional status, we need to have accurate information about the current status of the profession in our own community. Our efforts are compromised if we complain that salaries in child care are low compared to public school teachers, when educational requirements are different.

As we begin our push for equitable levels of pay, we must address professional development and advancement opportunities in our community. The findings from this study will provide us with the baseline data needed to advocate for our professional needs. If our children are to be well served, we must be able to retain our best early childhood professionals.

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CAREER DEVELOPMENT SURVEY: 1992**

Overview:

This report documents the current wages and turnover rates for early child care staff in the St. Louis metropolitan area. The information is based on responses to the CDCA Career Development Survey. The survey was mailed in the fall of 1992 to all facilities that could be identified as providing child care. Of the 386 questionnaires that were mailed, 146 responded, for a response rate of 38%. Private-for-profit centers accounted for 37% of the responses, Non-profit or church accounted for 31% of the replies, United Way sponsored centers were 16% and another 16% were corporate, hospital, or public school. Only 4% were exempt from licensing.

Small centers that serve up to 50 children accounted for 28% of the responses, centers that serve 51 to 100 children accounted for 44% of the responses, centers serving 101 to 200 children accounted for 23%, and centers that serve over 200 children accounted for 6%.

The centers were all located in the St. Louis metropolitan area with 72% in St. Louis city or county, 13% in Illinois, 7% in St. Charles county and 8% in other Missouri counties comprising the metro area.

Most of the facilities served the pre-school age group. About one-third of the facilities served infants through school age. Below is a table showing the ages served for the centers that responded to the survey.

| Ages Served | | | | NUMBER OF CENTERS |
|---------------|-------------------|----------------|---------|-------------------------|
| SCHOOL AGE | KINDER- GARTEN | PRE- SCHOOL | INFANTS | |
| | | | YES | 3 |
| | | YES | YES | 23 |
| | YES | YES | YES | 4 |
| YES | YES | YES | YES | 50 |
| YES | | YES | YES | 14 |
| | | YES | | 16 |
| | YES | YES | | 3 |
| YES | YES | YES | | 22 |
| YES | | YES | | 7 |
| YES | | | | 4 |

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TURNOVER/TENURE:

Questions regarding tenure of the program staff asked how many employees had been employed less than one year, from one to three years, from three to five years, from five to ten years, and more than ten years. For each entity, the percent turnover within one year was calculated. This is the number of staff employed less than one year divided by the total number of staff. This turnover rate is very high. More than one-fifth of the centers have in excess of half their staff on the payroll less than one year. Half of the centers had in excess of one-quarter of their staff on the payroll for less than one year. Some of this may be due to new or expanding programs.

| Percent of the staff that turns over in one year | Number of centers | Percent of centers | % United Way | % Non-Profit/Church | % Private (for profit) | % Corp, Hosp, PS |
|--|-------------------|--------------------|--------------|---------------------|------------------------|------------------|
| 80 to 100% | 8 | 5.8% | 0 | 5.0 | 11.5 | 0.0 |
| 60 to 79% | 9 | 6.6 | 4.2 | 5.0 | 9.6 | 4.8 |
| 50 to 59% | 15 | 10.9 | 8.3 | 10.0 | 11.5 | 14.3 |
| 40 to 49% | 15 | 10.9 | 20.8 | 7.5 | 13.5 | 0.0 |
| 30 to 39% | 14 | 10.2 | 12.5 | 5.0 | 7.7 | 23.8 |
| 25 to 29% | 14 | 10.2 | 4.2 | 15.0 | 11.5 | 9.5 |
| 20 to 24% | 13 | 9.5 | 8.3 | 5.0 | 11.5 | 14.3 |
| 15 to 19% | 13 | 9.5 | 0.0 | 10.0 | 11.5 | 14.3 |
| 10 to 14% | 18 | 13.1 | 33.3 | 12.5 | 5.8 | 9.5 |
| less than 10% | 18 | 13.1 | 8.3 | 25.0 | 7.7 | 9.5 |
| missing data | 9 | | 0 | 5 | 2 | 2 |

Although high turnover is a major problem in the day care field, there are some centers that have a stable program staff. About one-quarter of the centers have an annual turnover rate of 0% to 14%. At more than one-third of the centers, more than half the program staff have at least three years tenure. At a majority of the United Way centers, more than half the program staff have at least three years tenure and one-quarter of the staff have at least five years tenure. See graphs and tables in Appendix A.

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CAREER DEVELOPMENT SURVEY: 1992**

SALARIES:

By any standards, salaries for child care staff are low. Salaries, within an institution and job classification may be based on education, external experience, tenure, performance, budget, and other factors. This study examined the salaries for directors, supervisors, teachers, and assistant teachers by their educational level. The other effects could not be identified and were not considered. For each job category and educational level, a range of salaries was given by each institution. This was the lowest and highest pay for staff on the payroll during the first pay period of September, 1992. The low end of the range is a good proxy for the entry level wage rate and the high end of the range is a good proxy for an experienced person. Salaries are reported by the sponsorship of the center.

DIRECTORS

The lowest paid Director earns \$3.45 per hour. This is a Director in a Nonprofit or Church sponsored program with an AA degree in early child care. The highest paid Director earns \$25.62 per hour. This is a Director in a Corporate, hospital, or public school program with a masters degree in early child care. See Appndix B, Table 5 for minimum, maximum, and average salary by education and sponsorship.

Although most centers only had one director, many provided wage ranges for the position. The low end of the range we considered to be entry level and the high end of the range we considered to be for experienced directors. The average entry level wage paid by the institutions for Directors is \$10.07 per hour. Directors with an AA degree in child care have the lowest average entry level wage of \$7.41. The highest average entry level wage is \$19.16 for Directors with a PhD. Table 5A displays, by sponsor and education, the average of the entry level wages paid by institutions for Directors.

The average experienced wage paid by the institutions for Directors is \$11.18 per hour. The lowest average experienced wage is \$8.59 for Directors with an AA degree in child care. The highest average experienced wage is \$19.16 for Directors with a PhD. Table 5A also displays the average of the experienced level wages paid by institutions for Directors.

As Graph 2 and Table 5 show, there is a good correlation between education and wage rates for Directors. Directors salaries also differed by sponsorship. Hourly wages at private-for-profit centers for the same education tend to be lower than wages at centers sponsored by the United Way, or Corporate, Hospital, or Public School. See Graph 2A and Table 5.

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SUPERVISORS

The lowest paid Supervisor earns \$3.50 per hour. This is a Supervisor in a Nonprofit or Church sponsored program with an AA degree in early child care. The highest paid Supervisor earns \$17.50 per hour. This is a Supervisor in a Corporate, hospital, business or public school program with a masters degree in early child care.

The average entry level wage paid by the institutions for Supervisors is \$7.23 per hour. The lowest average entry level wage is \$4.35 for a Supervisor with a high school diploma and no formal training in early child care. The highest average entry level wage is \$11.08 for a Supervisor with a masters degree in early child care.

The average experienced wage paid by the institutions for Supervisors is \$8.02 per hour. The lowest average experienced wage is \$5.20 for a Supervisor with a high school diploma and no formal training in child care. The highest average experienced wage is \$12.59 for a Supervisor with a masters degree in early child care.

Table 6A displays by sponsor and education, the average of the entry level and experienced wages paid by institutions for Supervisors.

As Graph 2 and Table 6 show, there is a good correlation between education and wage rates for Supervisors. Sponsorship did not appear to influence Supervisors salaries. See Graph 2B and Table 6.

TEACHERS

The lowest pay is \$2.10 per hour for a Teacher in a Nonprofit or Church sponsored program with a high school education and no formal training in early child care. Table 7A displays the average of the entry level wages paid by institutions for Teachers. Ignoring the one institution that has a teacher with a PhD, the minimum average entry level salary for all sponsors is \$4.36 per hour. This is for Teachers with high school educations and no formal training in early child care. The maximum average entry level salary for all sponsors is \$8.49. This is for Teachers with masters degrees in early child care.

The highest pay is \$15.91 per hour for a Teacher in a Corporate, hospital, business or public school program with masters degrees in some field other than early child care. Table 7A also displays the average of the experienced wages paid by institutions for Teachers. Again ignoring the lone PhD, the minimum for the experienced level is \$5.01 per hour. This is for Teachers with high school educations and no formal training in early child care. The maximum for the experienced level is \$10.19 per hour. This is for Teachers

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with masters degrees in early child care.

As Graph 2, Graph 2C, and Table 7 show, there is a good correlation between education and wage rates for Teachers.

ASSISTANT TEACHERS

The lowest pay is \$3.50 per hour for an Assistant Teacher in a Nonprofit or Church sponsored program with an AA degree in early child care. Table 8A displays the average of the entry level wages paid by institutions for Assistant Teachers. The minimum average salary for all sponsors at the entry level is \$4.50 per hour. This is for Assistant Teachers with high school educations and no formal training in early child care. The maximum average salary for all sponsors at the entry level is \$6.00. This is for Assistant Teachers with masters degrees in early child care.

The highest pay for an Assistant Teacher is \$8.00 per hour. Table 8A also displays the average of the experienced level wages paid by institutions for Assistant Teachers. The minimum average experienced wage is \$4.84 per hour. This is for Assistant Teachers with CDA credentials. The maximum average experienced wage is \$6.29 per hour. This is for Assistant Teachers with masters degrees in some field other than early child care.

As Graph 2 and Table 8 show, there is almost no correlation between education and wage rates for Assistant Teachers.

EDUCATION:

The majority of Directors have at least a four year college degree with more than one-quarter having an advanced degree. All Directors have some training beyond high school. The Directors with the least formal education are more likely to be in the private-for-profit centers.

More than half the Supervisors do not have a four year college degree. More than one-third do not have any degree beyond high school. However, most of those without any degree beyond high school have had some child care training. Again, those in private-for-profit centers have the least formal training. More than half of those in private-for-profit centers have only some child care training beyond high school, child care training in high school, or just the high school diploma.

The educational distribution for teachers is somewhat similar to that for supervisors. More than half do not have a four year college degree and one-third do not have any degree beyond high school. It differs in that one of eight teachers has only a high

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school diploma. They have no formal training in child care at all!

Assistant teachers, as one might expect have the least schooling. More than one third have only their high school diploma. Half of those in that group had some child care training while in high school.

Below is a table showing the percentage of each position who have at least a four year college degree. Additional tables and graphs are in Appendix C.

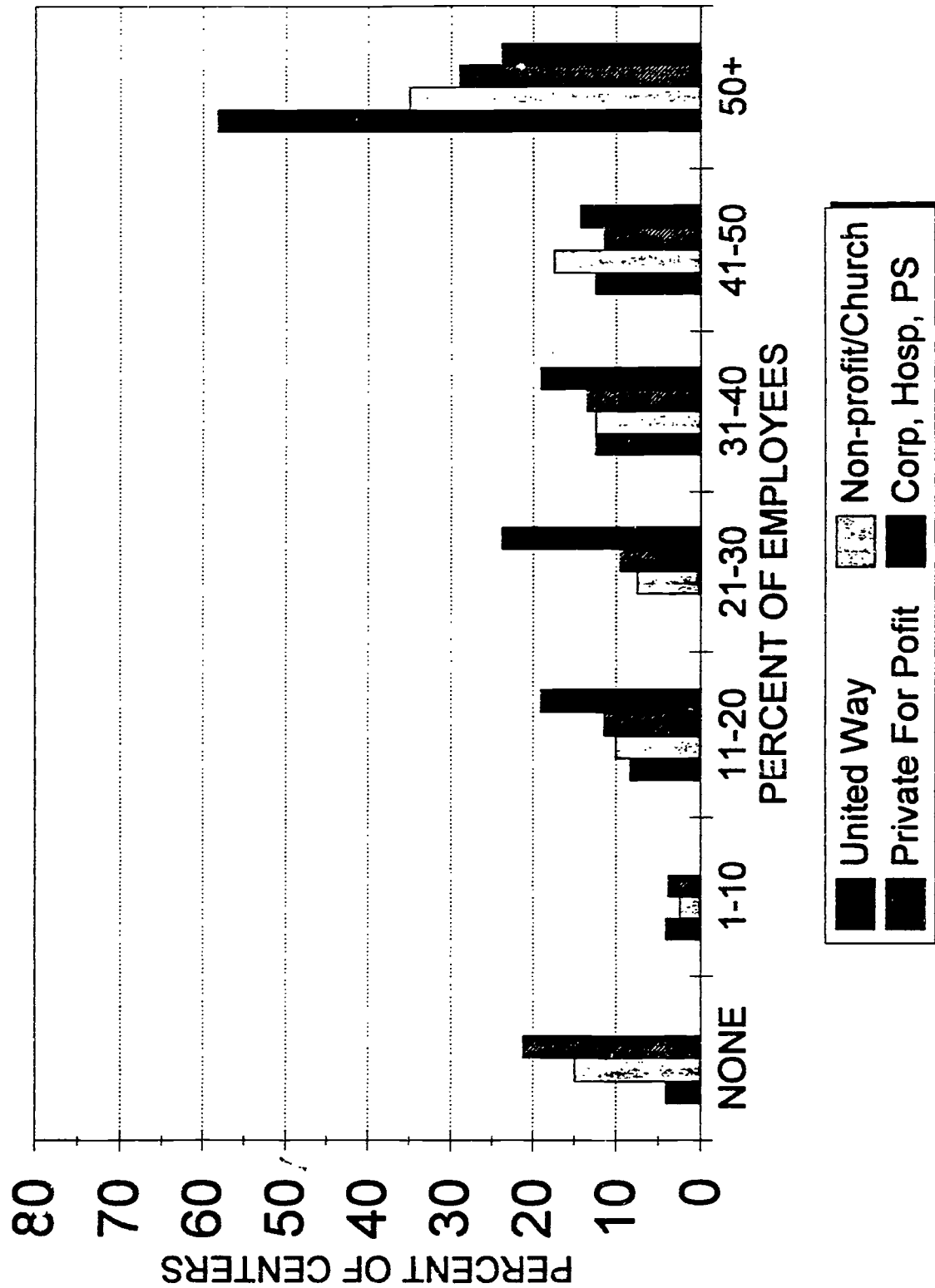
| SPONSOR | PERCENT WITH AT LEAST A FOUR YEAR DEGREE | | | |
|---------------------|---|-----------------|---------|----------------------|
| | DIRECTOR | SUPER- VISOR | TEACHER | ASSISTANT TEACHER |
| UNITED WAY | 87.5% | 51.8% | 52.5% | 5.6% |
| NON-PROFIT/CHURCH | 62.5 | 37.5 | 39.6 | 8.9 |
| PRIVATE, FOR PROFIT | 47.1 | 31.7 | 23.1 | 3.3 |
| ALL OTHER | 76.2 | 60.0 | 48.2 | 8.1 |
| TOTAL | 63.0 | 41.5 | 39.2 | 6.0 |

INCENTIVES FOR PROFESSIONAL DEVELOPMENT:

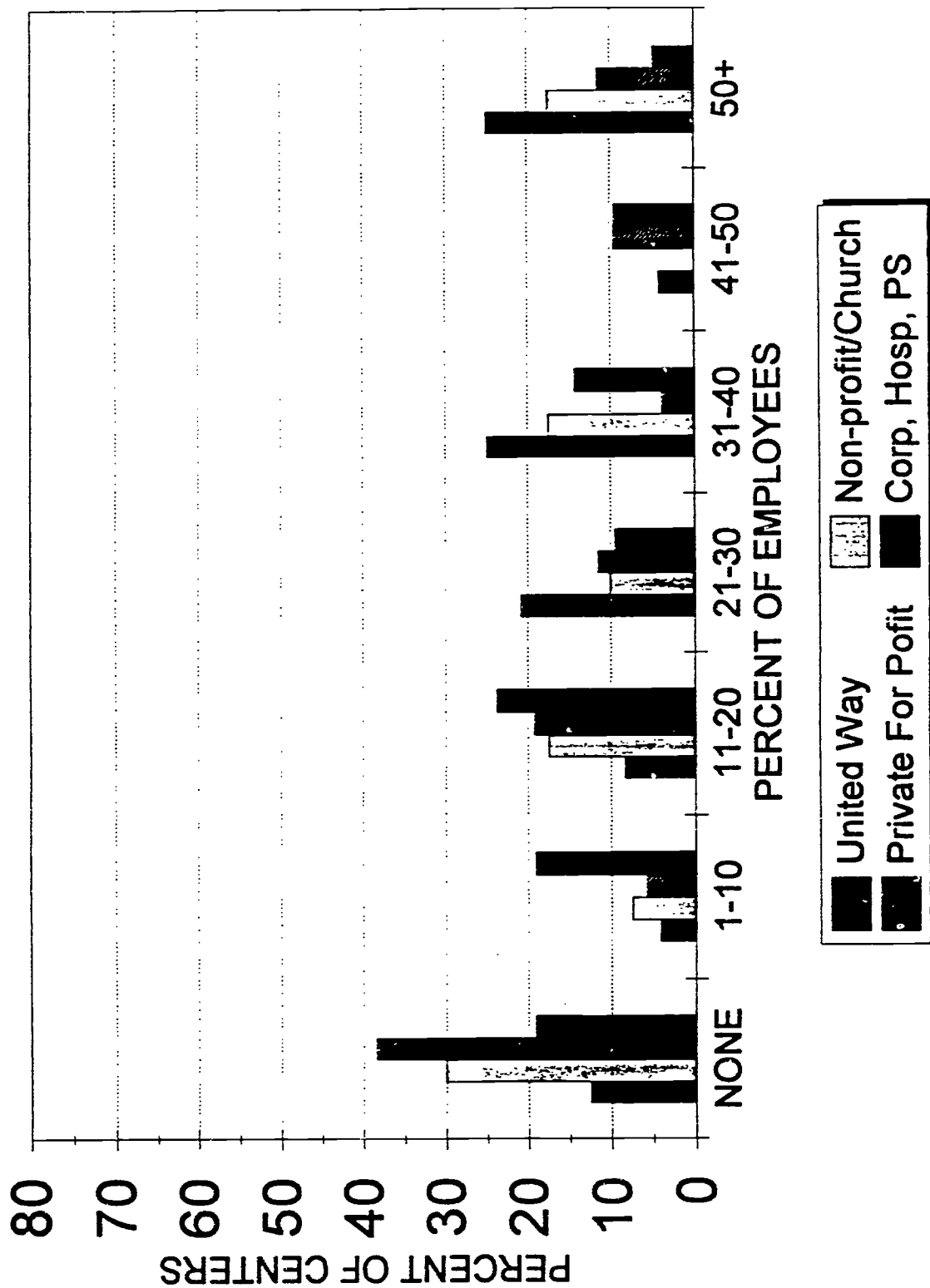
Five questions were asked about incentives for professional development. Almost all child care centers provide in-service training for their staff and more than 90% provide funds for staff to attend workshops, seminars, or conferences. However, fewer than three-quarters provide financial assistance for staff taking credit courses in early childhood education or child care. More than one of six centers do not pay higher salaries to staff if they complete a certificate or degree program. More than 90% of the centers agree that there are opportunities for professional advancement at their center.

The child care centers sponsored by the United Way or corporations, hospitals, and public schools are more likely to provide incentives. All United Way agencies provide funds for staff to attend workshops, seminars, or conferences; provide in-service training; and provide opportunities for professional advancement. Non-profit/Church centers are least likely to provide financial assistance for credit courses and to pay higher salaries for staff who have completed a certificate or degree program. They are also less likely to provide opportunities for professional advancement. Private-for-profit centers are least likely to provide in-service training. See graphs and tables in Appendix D.

THREE OR MORE YEARS TENURE



FIVE OR MORE YEARS TENURE



TEN OR MORE YEARS TENURE

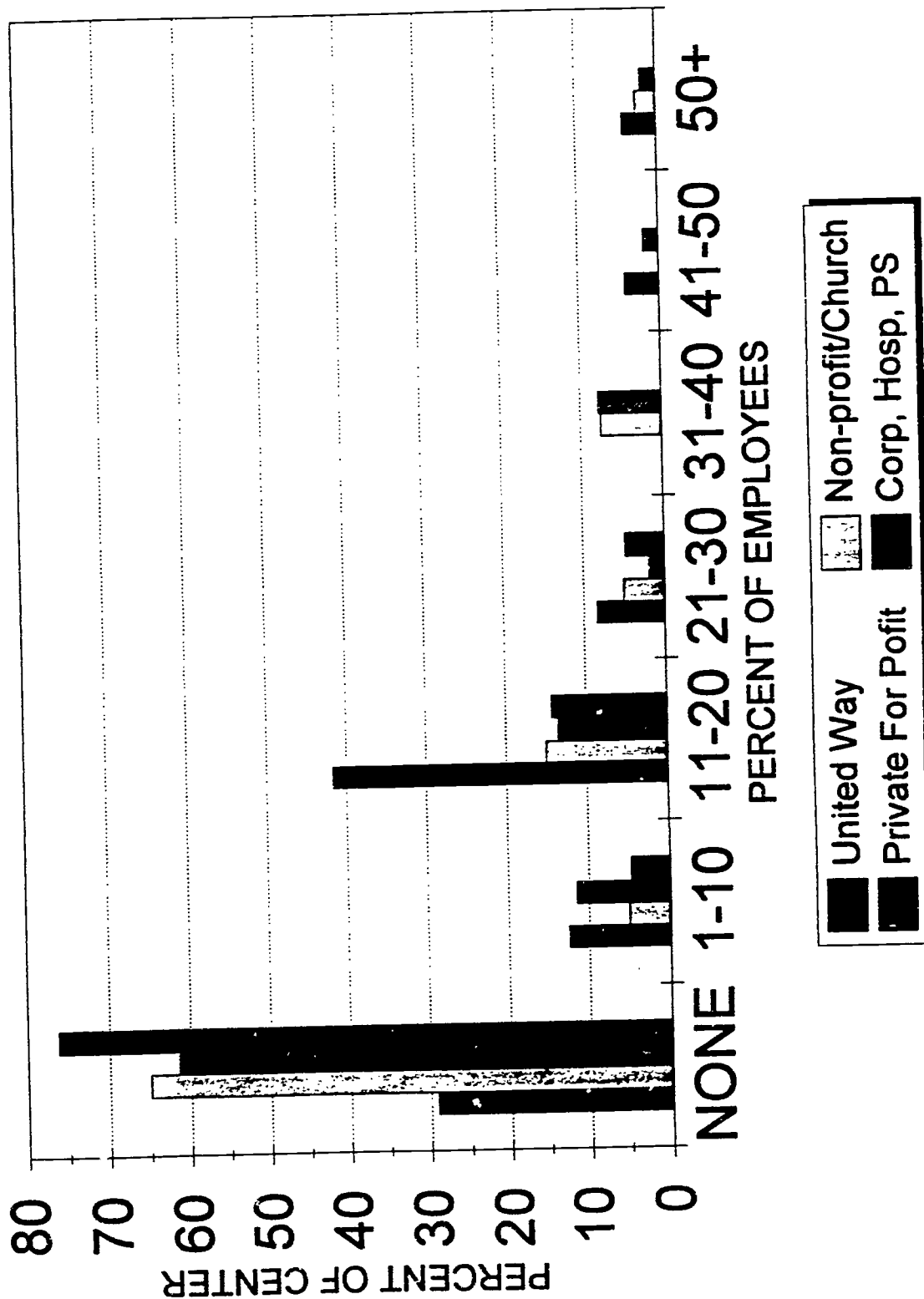


TABLE 1

TENURE

THREE OR MORE YEARS

| | <u>United Way</u> | <u>Non-profit/Church</u> | <u>Private For Profit</u> | <u>Corp. Hosp. PS</u> |
|-------|-------------------|--------------------------|---------------------------|-----------------------|
| NONE | 4.2 | 15.0 | 21.2 | 0.0 |
| 1-10 | 4.2 | 2.5 | 3.9 | 0.0 |
| 11-20 | 8.3 | 10.0 | 11.5 | 19.1 |
| 21-30 | 0.0 | 7.5 | 9.6 | 23.8 |
| 31-40 | 12.5 | 12.5 | 13.5 | 19.1 |
| 41-50 | 12.5 | 17.5 | 11.5 | 14.3 |
| 50+ | 58.3 | 35.0 | 28.9 | 23.8 |

TABLE 2

TENURE

FIVE OR MORE YEARS

| | <u>United Way</u> | <u>Non-profit/Church</u> | <u>Private For Profit</u> | <u>Corp. Hosp. PS</u> |
|-------|-------------------|--------------------------|---------------------------|-----------------------|
| NONE | 12.5 | 30.0 | 38.5 | 19.1 |
| 1-10 | 4.2 | 7.5 | 5.8 | 19.1 |
| 11-20 | 8.3 | 17.5 | 19.2 | 23.8 |
| 21-30 | 20.8 | 10.0 | 11.5 | 9.5 |
| 31-40 | 25.0 | 17.5 | 3.9 | 14.3 |
| 41-50 | 4.2 | 0.0 | 9.6 | 9.5 |
| 50+ | 25.0 | 17.5 | 11.5 | 4.8 |

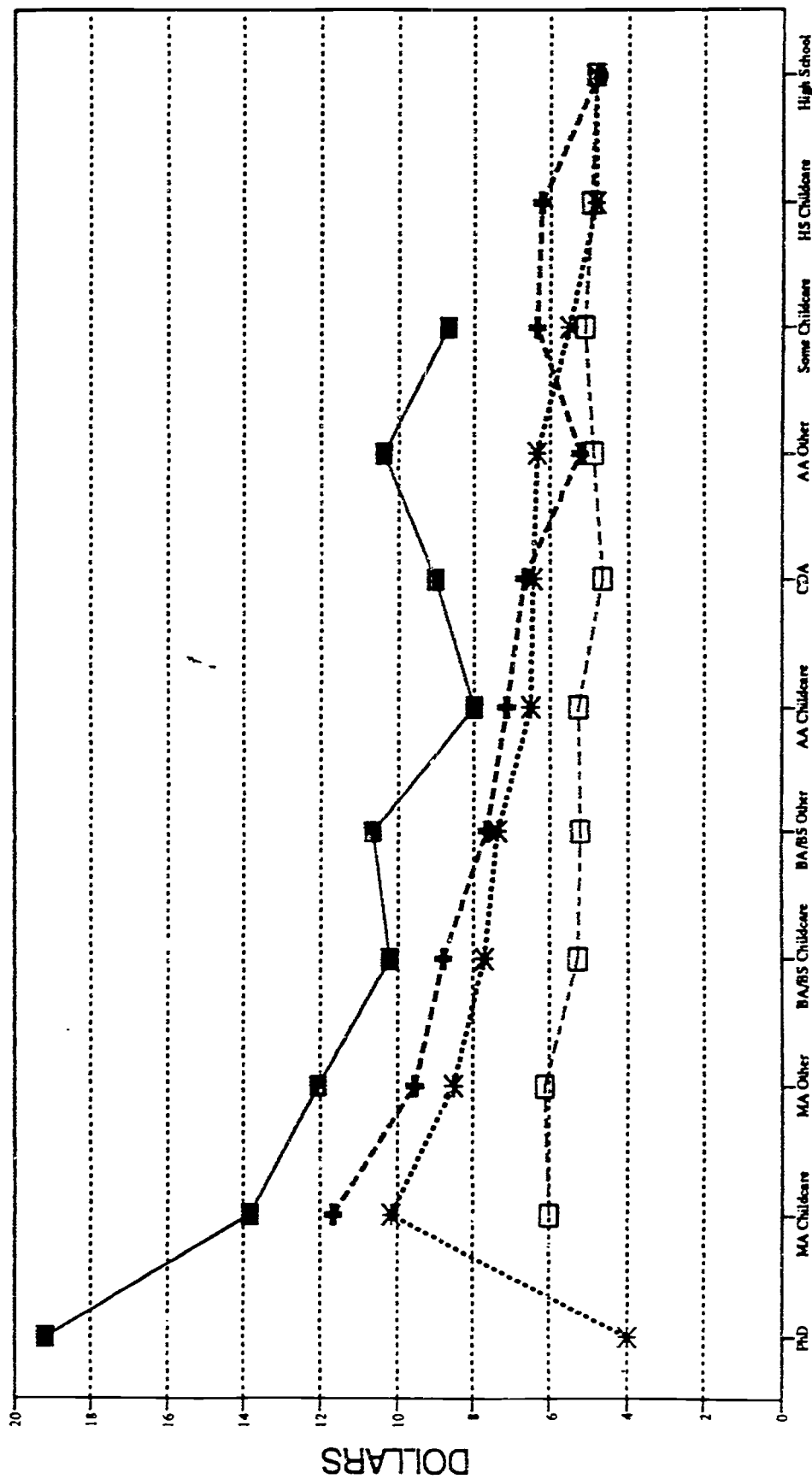
TABLE 3

TENURE

TEN OR MORE YEARS

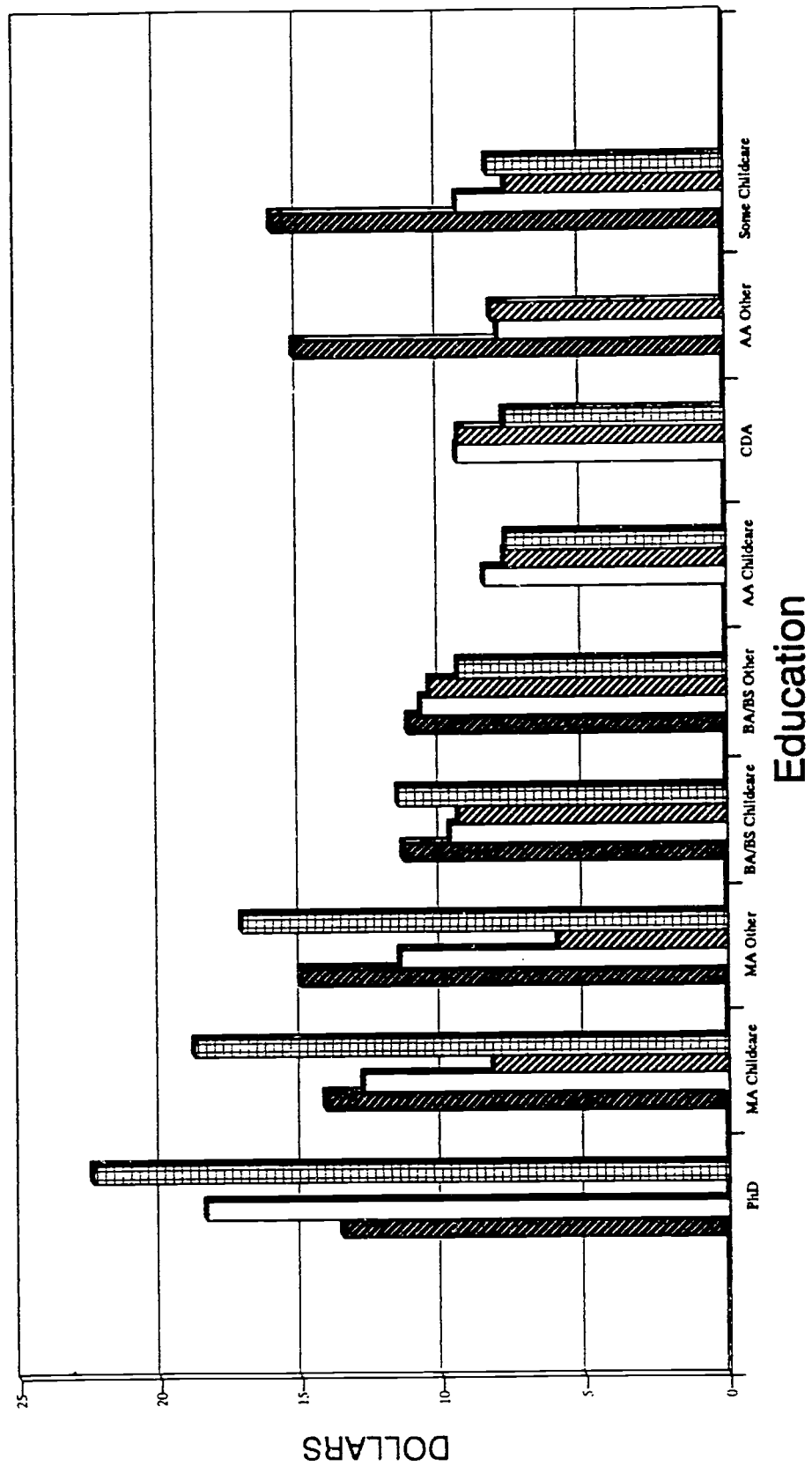
| | <u>United Way</u> | <u>Non-profit/Church</u> | <u>Private For Profit</u> | <u>Corp. Hosp. PS</u> |
|-------|-------------------|--------------------------|---------------------------|-----------------------|
| NONE | 29.2 | 65.0 | 61.5 | 76.2 |
| 1-10 | 12.5 | 5.0 | 11.5 | 4.8 |
| 11-20 | 41.7 | 15.0 | 13.5 | 14.3 |
| 21-30 | 8.3 | 5.0 | 1.9 | 4.8 |
| 31-40 | 0.0 | 7.5 | 7.7 | 0.0 |
| 41-50 | 4.2 | 0.0 | 1.9 | 0.0 |
| 50+ | 4.2 | 2.5 | 1.9 | 0.0 |

AVERAGE SALARY BY EDUCATION



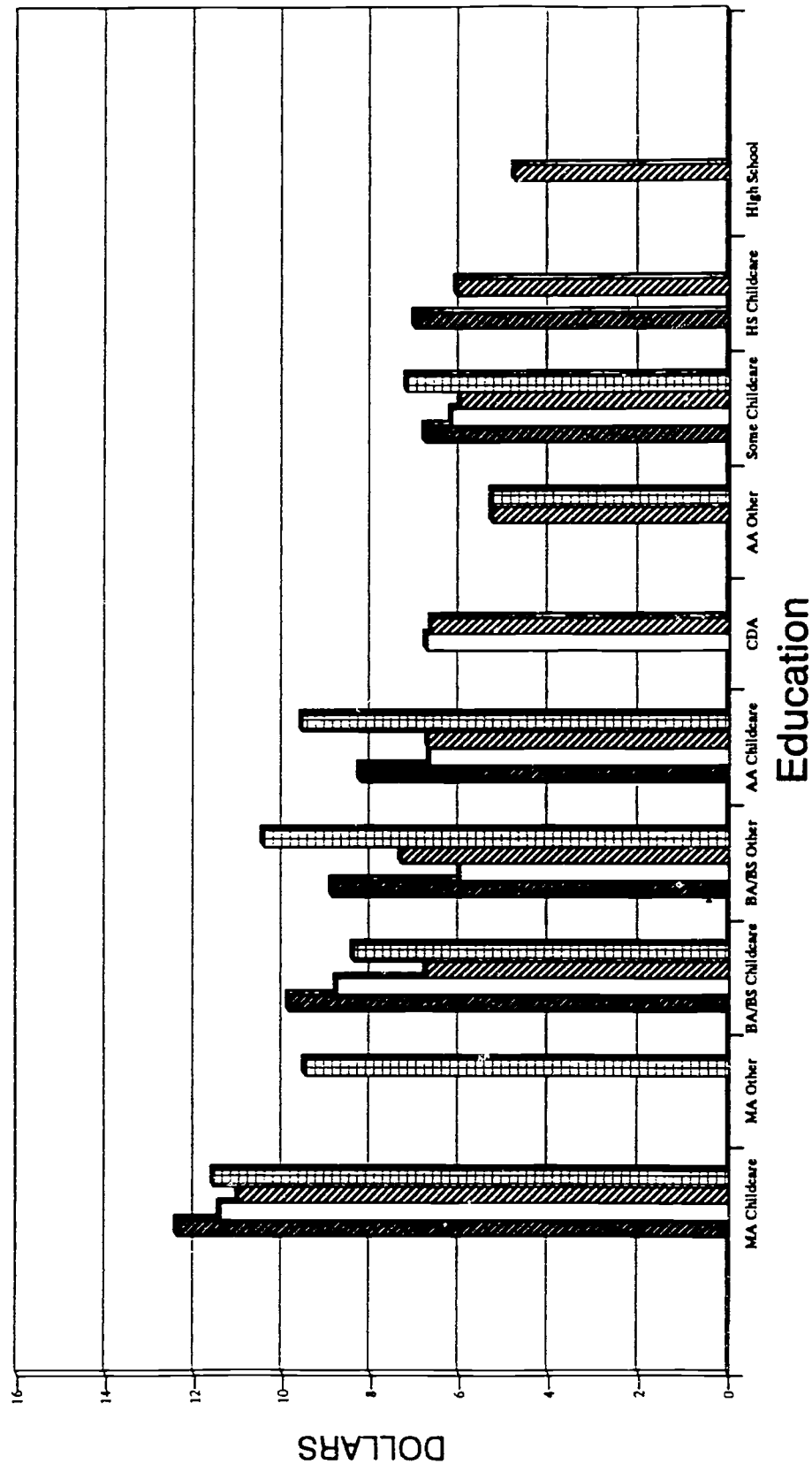
DIRECTORS
 SUPERVISORS
 TEACHERS
 ASSISTANT TEACHERS

AVERAGE SALARY FOR DIRECTORS



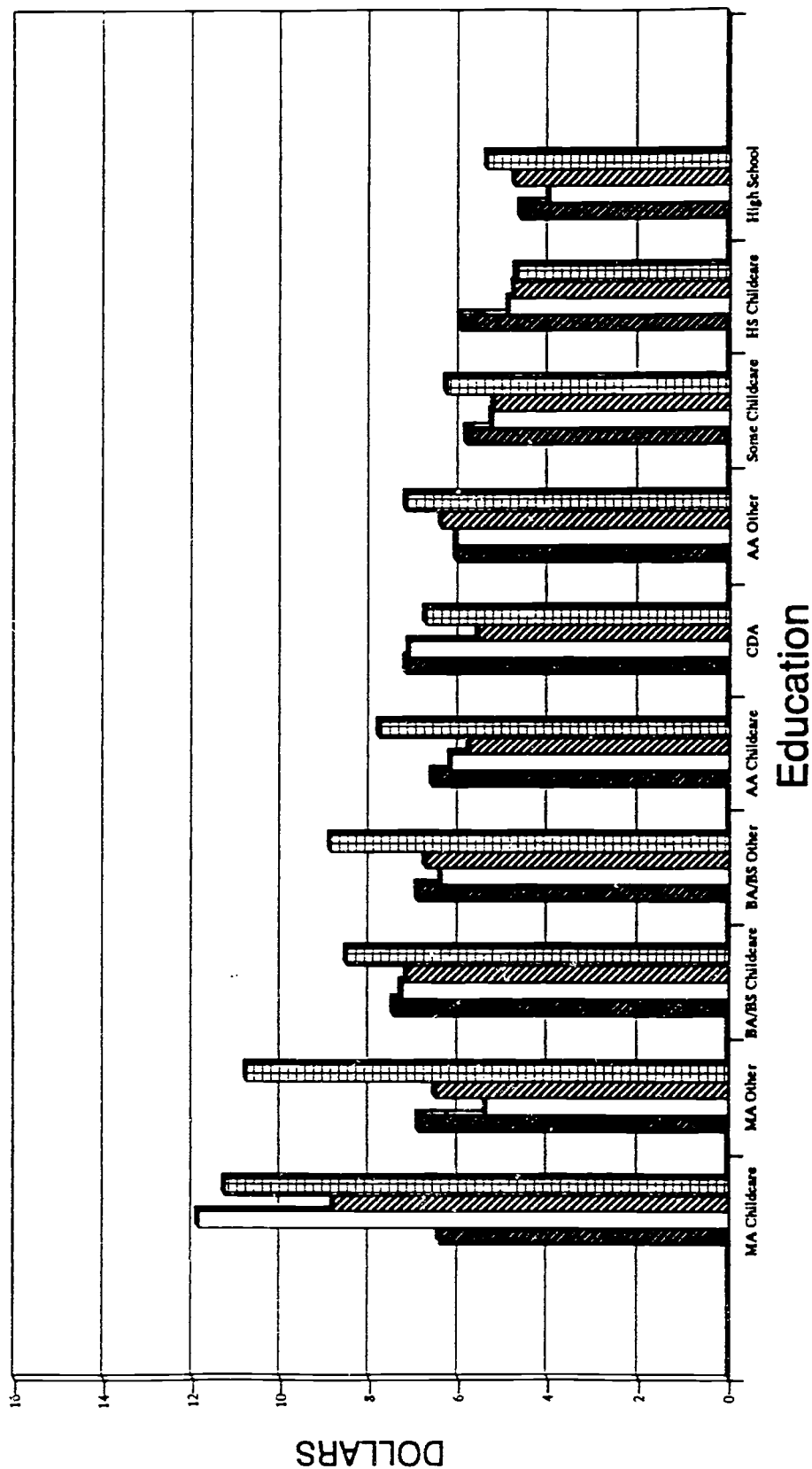
United Way
 Non-profit/Church
 Private For Profit
 Corp, Hosp, PS

AVERAGE SALARY FOR SUPERVISORS



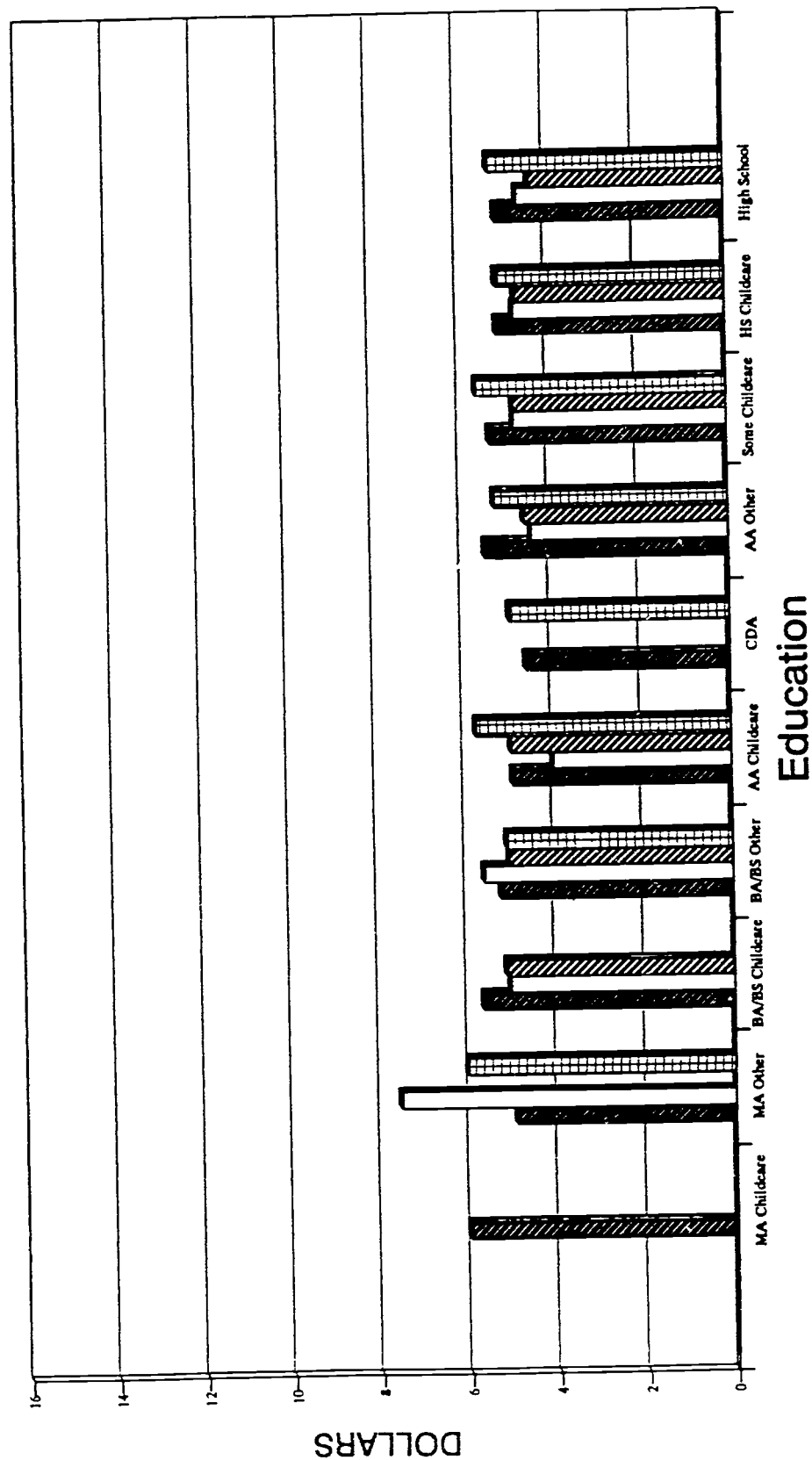
United Way Non-profit/Church Private For Profit Corp, Hosp., PS

AVERAGE SALARY FOR TEACHERS



United Way Non-profit/Church Private For Profit Corp, Hosp, PS

AVERAGE SALARY FOR ASSISTANT TEACHERS



United Way
 Non-profit/Church
 Private For Profit
 Corp., Hosp, PS

TABLE 4

AVERAGE SALARY

| | <u>DIRECTOR</u> | <u>SUPERVISOR</u> | <u>TEACHER</u> | <u>ASST. TEACHER</u> |
|-----------------|-----------------|-------------------|----------------|----------------------|
| PhD | 19.16 | | 4.03 | |
| MA Childcare | 13.86 | 11.64 | 10.10 | 6.00 |
| MA Other | 12.05 | 9.50 | 8.52 | 6.13 |
| BA/BS Childcare | 10.17 | 8.77 | 7.69 | 5.29 |
| BA/BS Other | 10.62 | 7.68 | 7.37 | 5.23 |
| AA Childcare | 8.00 | 7.15 | 6.55 | 5.26 |
| CDA | 8.95 | 6.69 | 6.44 | 4.68 |
| AA Other | 10.36 | 5.25 | 6.35 | 4.88 |
| Some Childcare | 8.65 | 6.31 | 5.53 | 5.11 |
| HS Childcare | | 6.24 | 4.82 | 4.92 |
| High School | | 4.78 | 4.86 | 4.80 |

TABLE 5

SALARIES FOR DIRECTORS

| EDUCATION | Number Empl | UNITED WAY | | NONPROFIT/ CHURCH | | PRIVATE FOR PROFIT | | CORPORATION/ HOSPITAL / PUBLIC SCHOL | | ALL | |
|-----------------|----------------|------------|-------------|----------------------|-------------|--------------------|-------------|---|-------------|-------|-------------|
| | | MIN | MAX AVERAGE | MIN | MAX AVERAGE | MIN | MAX AVERAGE | MIN | MAX AVERAGE | MIN | MAX AVERAGE |
| PhD | 4 | 13.54 | 13.54 | 18.39 | 18.39 | | | 22.00 | 22.71 | 13.54 | 22.71 |
| MA Childcare | 18 | 9.66 | 18.60 | 7.50 | 17.00 | 8.17 | 8.17 | 16.00 | 25.62 | 7.50 | 25.62 |
| MA Other | 11 | 14.00 | 18.00 | 1.25 | 18.00 | 5.85 | 5.85 | 13.94 | 20.24 | 4.25 | 20.24 |
| BA/BS Childcare | 26 | 8.17 | 13.94 | 7.75 | 12.98 | 5.00 | 16.00 | 6.73 | 16.13 | 5.00 | 16.13 |
| BA/BS Other | 20 | 8.00 | 12.50 | 5.75 | 15.00 | 3.75 | 19.23 | 9.37 | 9.37 | 5.75 | 19.23 |
| AA Childcare | 20 | | | 3.45 | 12.01 | 5.00 | 12.00 | 7.50 | 8.00 | 3.45 | 12.01 |
| CDA | 9 | | | 7.50 | 12.00 | 6.50 | 10.00 | 5.00 | 8.70 | 5.00 | 12.00 |
| AA Other | 6 | 13.54 | 15.90 | 7.70 | 8.00 | 7.50 | 8.50 | | | 7.50 | 15.90 |
| Some Childcare | 13 | 15.87 | 15.87 | 7.30 | 11.00 | 4.25 | 11.87 | 8.25 | 8.25 | 4.25 | 15.87 |
| TOTAL DIR. | 127 | 8.00 | 18.60 | 3.45 | 18.39 | 3.75 | 19.23 | 5.00 | 25.62 | 3.45 | 26.62 |
| | | | 13.24 | | 10.37 | | 8.59 | | 12.72 | | 10.64 |

TABLE 5A

AVERAGE ENTRY LEVEL AND EXPERIENCED SALARIES PAID BY CENTERS FOR DIRECTORS

| EDUCATION | Number Schools | UNITED WAY | | NON-PROFIT/ CHURCH | | PRIVATE FOR PROFIT | | CORPORATIONS/ HOSP./PUB. SCHOOL | | ALL | |
|-----------|-------------------|------------|-------|-----------------------|-------|-----------------------|-------|------------------------------------|-------|-------|-------|
| | | ENTRY | EXP. | ENTRY | EXP. | ENTR | EXP. | ENTRY | EXP. | ENTRY | EXP. |
| | | | | | | | | | | | |
| | PhD | 13.54 | 13.54 | 18.39 | 18.39 | | | 22.35 | 22.35 | 19.16 | 19.16 |
| | MA Childcare | 13.39 | 14.90 | 11.49 | 14.00 | | 8.17 | 16.71 | 20.81 | 12.84 | 14.88 |
| | MA Other | 14.00 | 16.00 | 10.95 | 11.80 | | 5.85 | 13.94 | 20.24 | 11.31 | 12.79 |
| | BA/BS Childcare | 10.40 | 12.13 | 9.64 | 9.64 | | 8.67 | 11.20 | 11.70 | 9.67 | 10.67 |
| | BA/BS Other | 10.49 | 11.79 | 9.96 | 10.95 | | 10.02 | 9.37 | 9.37 | 10.00 | 11.01 |
| | AA Childcare | | | 7.85 | 8.97 | | 6.94 | 7.50 | 7.75 | 7.41 | 8.59 |
| | CDA | | | 9.17 | 9.50 | | 9.13 | 6.85 | 8.49 | 8.63 | 9.27 |
| | AA Other | 14.72 | 15.50 | 7.85 | 7.85 | | 7.87 | | | 10.15 | 10.58 |
| | Some Childcare | 15.87 | 15.87 | 9.10 | 9.43 | | 6.98 | 8.25 | 8.25 | 8.25 | 9.04 |

TABLE 6

SALARIES FOR SUPERVISORS

| EDUCATION | Number Empl | UNITED WAY | | | NONPROFIT/ CHURCH | | | PRIVATE FOR PROFIT | | | CORPORATION/ HOSPITAL/ PUBLIC SCHOOL | | | ALL | |
|-----------------|----------------|-------------|-------|---------|----------------------|-------|---------|--------------------|-------|---------|---|-------|---------|------|-------------|
| | | MAX AVERAGE | | | MIN | | | MIN | | | MIN | | | MIN | MAX AVERAGE |
| | | MIN | MAX | AVERAGE | MIN | MAX | AVERAGE | MIN | MAX | AVERAGE | MIN | MAX | AVERAGE | | |
| PhD | | | | | | | | | | | | | | | |
| MA Childcare | 9 | 11.56 | 14.42 | 12.39 | 9.03 | 14.11 | 11.42 | 10.00 | 12.00 | 11.00 | 9.00 | 17.50 | 11.57 | 9.00 | 17.50 11.64 |
| MA Other | 1 | | | | | | | | | | 9.50 | 9.50 | 9.50 | 9.50 | 9.50 |
| BA/BS Childcare | 22 | 6.97 | 12.00 | 9.86 | 5.50 | 12.71 | 8.78 | 5.00 | 8.50 | 6.74 | 5.50 | 12.66 | 8.39 | 5.00 | 12.71 8.77 |
| BA/BS Other | 15 | 5.00 | 13.08 | 8.87 | 5.50 | 6.50 | 6.00 | 4.25 | 11.00 | 7.32 | 10.42 | 10.42 | 10.42 | 4.25 | 13.08 7.68 |
| AA Childcare | 22 | 5.00 | 10.58 | 8.23 | 3.50 | 7.80 | 6.66 | 5.60 | 8.00 | 6.71 | 7.65 | 11.47 | 9.56 | 3.50 | 11.47 7.15 |
| CDA | 2 | | | | 6.50 | 7.00 | 6.75 | 5.90 | 7.37 | 6.63 | | | | 5.90 | 7.37 6.69 |
| AA Other | 2 | | | | | | | 5.00 | 5.50 | 5.25 | 5.25 | 5.25 | 5.25 | 5.00 | 5.50 5.25 |
| Some Childcare | 38 | 5.07 | 9.25 | 6.78 | 4.29 | 8.00 | 6.16 | 4.25 | 11.87 | 6.00 | 5.75 | 10.00 | 7.18 | 4.25 | 11.87 6.31 |
| HS Childcare | 5 | 7.00 | 7.00 | 7.00 | | | | 5.45 | 6.50 | 6.05 | | | | 5.45 | 7.00 6.24 |
| High School | 1 | | | | | | | 4.35 | 5.20 | 4.78 | | | | 4.35 | 5.20 4.78 |
| TOTAL SUPV. | 117 | 11.56 | 14.42 | 8.69 | 3.50 | 14.11 | 7.30 | 4.25 | 12.00 | 6.47 | 5.25 | 17.50 | 8.84 | 3.50 | 17.50 7.52 |

TABLE 6A

AVERAGE ENTRY LEVEL AND EXPERIENCED SALARIES PAID BY CENTERS FOR SUPERVISORS

| EDUCATION | Number Schools | UNITED WAY | | NON-PROFIT/ CHURCH | | PRIVATE FOR PROFIT | | CORPORATIONS/ HOSP./PUB. SCHOOL | | ALL | |
|-----------------|-------------------|------------|-------|-----------------------|-------|-----------------------|-------|------------------------------------|-------|-------|-------|
| | | ENTRY | EXP. | ENTRY | EXP. | ENTRY | EXP. | ENTRY | EXP. | ENTRY | EXP. |
| PhD | | | | | | | | | | | |
| MA Childcare | 8 | 11.78 | 12.99 | 11.57 | 12.61 | 10.00 | 12.00 | 10.63 | 12.50 | 11.08 | 12.59 |
| MA Other | 1 | | | | | | | 9.50 | 9.50 | 9.50 | 9.50 |
| BA/BS Childcare | 19 | 9.70 | 10.02 | 7.66 | 8.92 | 6.49 | 6.98 | 6.95 | 9.83 | 8.20 | 9.07 |
| BA/BS Other | 12 | 8.66 | 10.16 | 6.00 | 6.00 | 7.35 | 7.85 | 10.42 | 10.42 | 7.59 | 8.18 |
| AA Childcare | 18 | 7.33 | 8.23 | 6.24 | 6.84 | 6.53 | 6.88 | 7.65 | 11.47 | 6.73 | 7.57 |
| CDA | 2 | | | 6.50 | 7.00 | 5.90 | 7.37 | | | 6.20 | 7.19 |
| AA Other | 2 | | | | | 5.00 | 5.50 | 5.25 | 5.25 | 5.12 | 5.37 |
| Some Childcare | 30 | 6.71 | 7.62 | 6.14 | 6.62 | 5.60 | 6.48 | 7.03 | 7.34 | 6.10 | 6.82 |
| HS Childcare | 4 | 7.00 | 7.00 | | | 5.90 | 6.33 | | | 6.17 | 6.50 |
| High School | 1 | | | | | 4.35 | 5.20 | | | 4.35 | 5.20 |

TABLE 7

SALARIES FOR TEACHERS

| EDUCATION | Number Empl | UNITED WAY | | NONPROFIT/ CHURCH | | PRIVATE FOR PROFIT | | CORPORATION/ HOSPITAL/PUBLIC SCHOOL | | ALL | |
|-----------------|----------------|------------|-------------|----------------------|-------------|--------------------|-------------|--|-------------|------|-------------|
| | | MIN | MAX AVERAGE | MIN | MAX AVERAGE | MIN | MAX AVERAGE | MIN | MAX AVERAGE | MIN | MAX AVERAGE |
| | | | | | | | | | | | |
| PhD | 1 | | | 3.80 | 4.25 | | | | | 3.80 | 4.25 |
| MA Childcare | 15 | 6.25 | 6.60 | 9.06 | 13.09 | 7.50 | 11.50 | 6.25 | 15.35 | 6.25 | 15.35 |
| MA Other | 23 | 5.75 | 8.50 | 3.80 | 8.00 | 5.50 | 7.50 | 6.71 | 15.91 | 3.80 | 15.91 |
| BA/BS Childcare | 152 | 4.75 | 10.50 | 4.75 | 10.50 | 5.00 | 11.85 | 5.00 | 13.13 | 4.75 | 13.13 |
| BA/BS Other | 127 | 4.60 | 10.50 | 3.80 | 8.50 | 4.25 | 11.75 | 4.50 | 13.13 | 3.80 | 13.13 |
| AA Childcare | 135 | 4.83 | 8.90 | 3.50 | 13.25 | 4.50 | 8.00 | 4.50 | 12.96 | 3.50 | 13.25 |
| CDA | 46 | 5.00 | 10.00 | 6.25 | 7.65 | 4.25 | 7.50 | 4.95 | 12.36 | 4.25 | 12.36 |
| AA Other | 46 | 5.00 | 7.00 | 4.25 | 8.00 | 4.25 | 10.85 | 4.75 | 14.67 | 4.25 | 14.67 |
| Some Childcare | 345 | 4.25 | 7.21 | 4.25 | 7.00 | 4.00 | 10.28 | 4.40 | 10.18 | 4.00 | 10.28 |
| HS Childcare | 126 | 4.25 | 8.32 | 3.31 | 6.00 | 4.25 | 7.50 | 4.35 | 6.50 | 3.31 | 8.32 |
| High School | 103 | 4.00 | 5.63 | 2.10 | 5.00 | 3.75 | 6.00 | 4.25 | 7.66 | 2.10 | 7.66 |
| TOTAL TEACH. | 1119 | 4.00 | 10.50 | 2.10 | 13.25 | 3.75 | 11.85 | 4.25 | 15.91 | 2.10 | 15.91 |
| | | | | | 5.80 | | 5.47 | | 7.18 | | 6.21 |

TABLE 7A

AVERAGE ENTRY LEVEL AND EXPERIENCED SALARIES PAID BY CENTERS FOR TEACHERS

| EDUCATION Number Schools | UNITED WAY | | NON-PROFIT/ CHURCH | | PRIVATE FOR PROFIT | CORPORATIONS/ HOSP./PUB. SCHOOL | ALL | |
|-----------------------------|------------|------|-----------------------|-------|-----------------------|------------------------------------|-------|-------|
| | ENTRY | EXP. | ENTRY | EXP. | ENTR | EXP. | ENTRY | EXP. |
| | | | | | | | | |
| PhD | | | 3.80 | 4.25 | | | 3.80 | 4.25 |
| MA Childcare | 6.25 | 6.60 | 9.06 | 13.09 | 8.83 | 8.83 | 8.49 | 10.19 |
| MA Other | 7.12 | 8.00 | 5.02 | 5.75 | 6.50 | 6.50 | 7.06 | 8.60 |
| BA/BS Childcare | 6.92 | 7.72 | 6.21 | 7.60 | 6.66 | 7.55 | 6.74 | 8.10 |
| BA/BS Other | 6.40 | 7.19 | 5.61 | 6.63 | 5.60 | 6.56 | 6.00 | 7.06 |
| AA Childcare | 6.57 | 7.26 | 5.08 | 6.78 | 5.31 | 5.99 | 5.74 | 6.83 |
| CDA | 6.58 | 7.46 | 7.10 | 7.10 | 5.15 | 5.49 | 6.03 | 6.67 |
| AA Other | 5.85 | 6.50 | 5.18 | 6.30 | 5.35 | 6.30 | 5.63 | 6.67 |
| Some Childcare | 5.32 | 6.23 | 4.91 | 5.68 | 4.89 | 5.36 | 5.02 | 5.83 |
| HS Childcare | 5.77 | 6.19 | 4.51 | 4.76 | 4.46 | 5.06 | 4.61 | 5.09 |
| High School | 4.31 | 4.96 | 3.92 | 4.21 | 4.33 | 4.89 | 4.36 | 5.01 |

TABLE 8

SALARIES FOR ASSISTANT TEACHERS

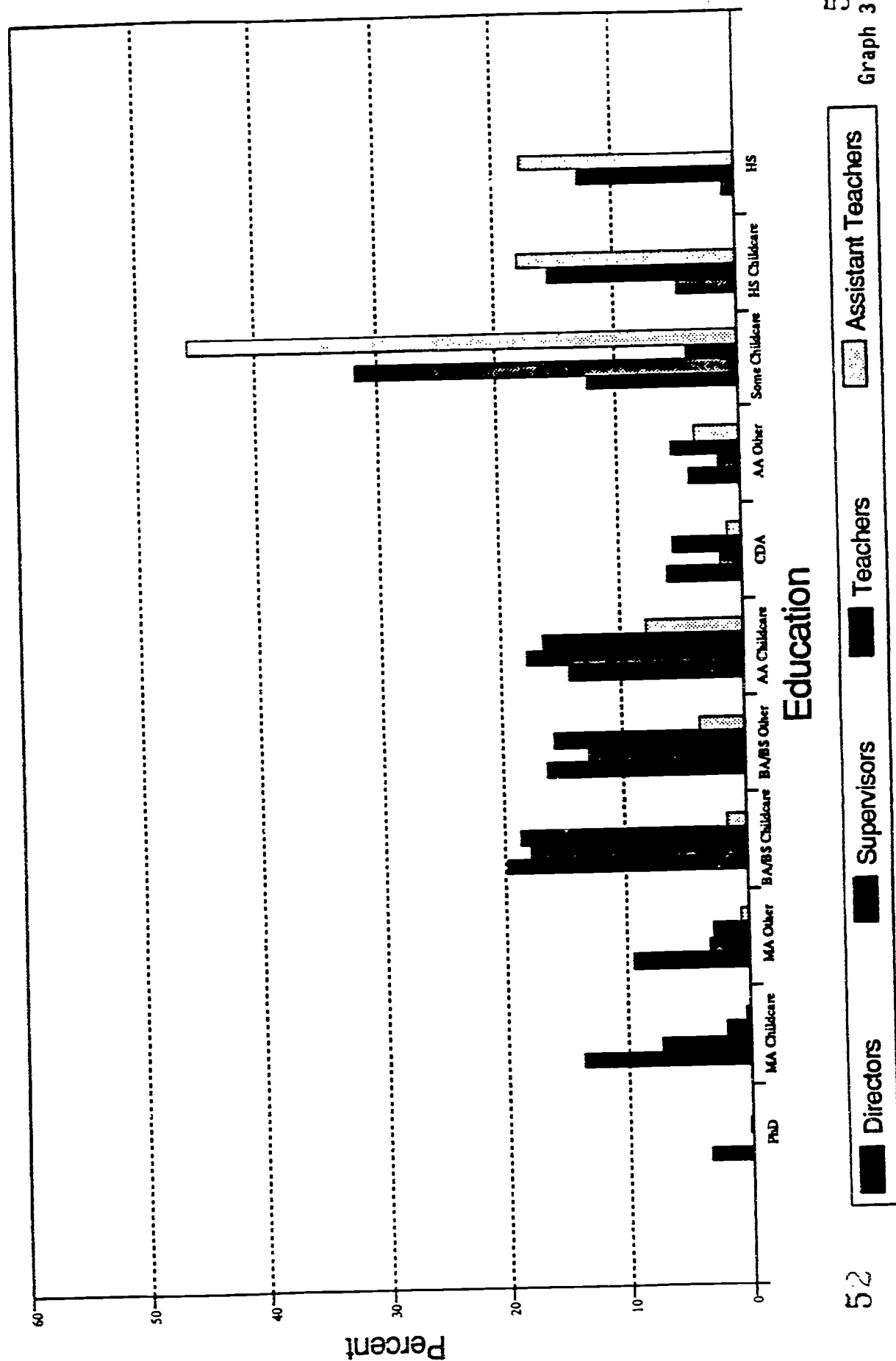
| EDUCATION | Number Empl | UNITED WAY | | NONPROFIT/ | | CHURCH | | PRIVATE FOR PROFIT | | CORPORATION/ HOSPITAL/PUBLIC SCHOOL | | ALL | |
|-----------------|----------------|------------|-------------|------------|-------------|--------|-------------|--------------------|-------------|--|-------------|------|-------------|
| | | MIN | MAX AVERAGE | MIN | MAX AVERAGE | MIN | MAX AVERAGE | MIN | MAX AVERAGE | MIN | MAX AVERAGE | MIN | MAX AVERAGE |
| | | | | | | | | | | | | | |
| PhD | | | | | | | | | | | | | |
| MA Childcare | 1 | 6.00 | 6.00 | | | | | | | | | 6.00 | 6.00 |
| MA Other | 3 | 4.88 | 4.88 | 7.00 | 8.00 | | 7.50 | | | 6.00 | 6.00 | 4.88 | 8.00 |
| BA/BS Childcare | 9 | 4.50 | 6.67 | 5.00 | 5.00 | | 5.00 | 4.25 | 6.00 | | | 4.25 | 6.67 |
| BA/BS Other | 21 | 4.50 | 7.75 | 4.25 | 7.05 | | 5.55 | 4.50 | 5.00 | 4.52 | 5.05 | 4.25 | 7.75 |
| AA Childcare | 42 | 3.50 | 6.01 | 3.50 | 4.47 | | 3.98 | 4.25 | 6.00 | 4.52 | 5.70 | 3.50 | 7.21 |
| CDA | 6 | 4.25 | 4.75 | | | | | | | 4.25 | 4.92 | 4.25 | 5.60 |
| AA Other | 21 | 4.50 | 6.25 | 4.25 | 6.00 | | 4.39 | 4.50 | 4.60 | 4.25 | 5.73 | 4.25 | 6.25 |
| Some Childcare | 260 | 4.25 | 7.56 | 3.64 | 6.00 | | 4.76 | 3.75 | 8.00 | 4.25 | 5.60 | 3.64 | 8.00 |
| HS Childcare | 103 | 4.00 | 7.00 | 4.04 | 5.50 | | 4.73 | 4.25 | 5.50 | 4.25 | 5.12 | 4.00 | 7.30 |
| High School | 100 | 4.25 | 7.02 | 3.93 | 6.00 | | 4.61 | 3.75 | 5.00 | 4.25 | 5.27 | 3.75 | 7.30 |
| TOTAL ASST | 566 | 3.50 | 7.75 | 3.50 | 8.00 | | 4.75 | 3.75 | 8.00 | 4.35 | 5.44 | 3.50 | 8.00 |
| | | | | | | | | | | | | | 5.03 |

TABLE 8A

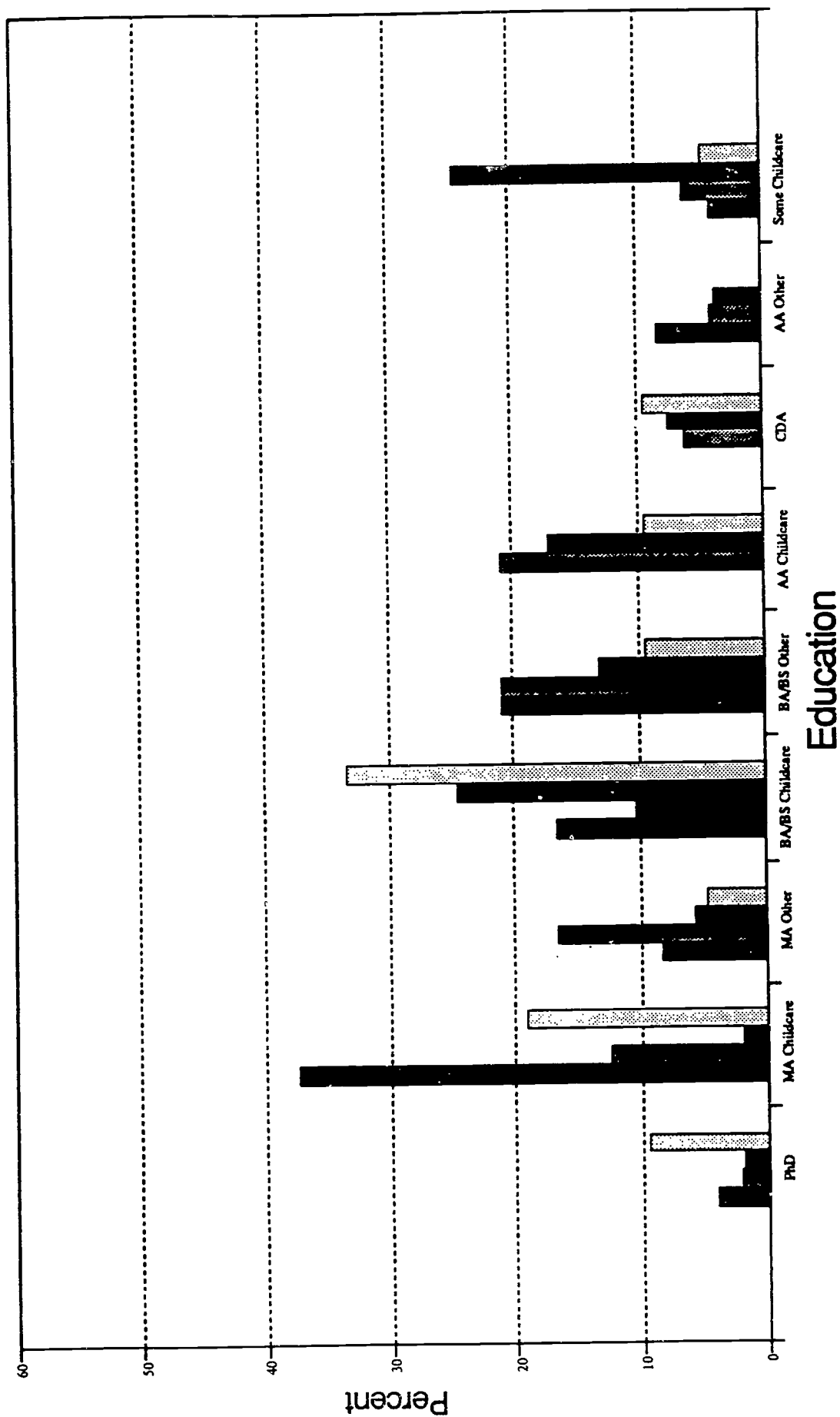
AVERAGE ENTRY LEVEL AND EXPERIENCED SALARIES PAID BY CENTERS FOR ASSISTANT TEACHERS

| EDUCATION Number Schools | UNITED WAY | | NON-PROFIT/ CHURCH | | PRIVATE FOR PROFIT | | CORPORATIONS/ HOSP./PUB. SCHOOL | | ALL | |
|-----------------------------|------------|------|-----------------------|------|-----------------------|------|------------------------------------|------|-------|------|
| | ENTRY | EXP. | ENTRY | EXP. | ENTRY | EXP. | ENTRY | EXP. | ENTRY | EXP. |
| PhD | | | | | | | | | | |
| MA Childcare | 1 | 6.00 | 6.00 | | | | | | 6.00 | 6.00 |
| MA Other | 3 | 4.88 | 4.88 | 8.00 | | | 6.00 | 6.00 | 5.96 | 6.29 |
| BA/BS Childcare | 6 | 5.00 | 6.19 | 5.00 | 4.92 | 5.25 | | | 4.96 | 5.52 |
| BA/BS Other | 11 | 5.85 | 5.93 | 5.95 | 5.00 | 5.00 | 4.88 | 5.02 | 5.26 | 5.60 |
| AA Childcare | 13 | 4.79 | 5.06 | 4.47 | 4.67 | 5.16 | 4.87 | 7.02 | 4.67 | 5.35 |
| CDA | 4 | 4.50 | 4.75 | | | | 4.92 | 4.92 | 4.71 | 4.84 |
| AA Other | 10 | 5.13 | 5.81 | 4.83 | 4.55 | 4.55 | 4.96 | 4.99 | 4.79 | 5.10 |
| Some Childcare | 64 | 4.83 | 5.73 | 4.91 | 4.53 | 5.06 | 4.67 | 5.65 | 4.63 | 5.25 |
| HS Childcare | 34 | 4.45 | 5.27 | 4.97 | 4.57 | 4.70 | 4.73 | 5.40 | 4.55 | 5.00 |
| High School | 39 | 4.54 | 5.40 | 4.87 | 4.33 | 4.48 | 4.71 | 5.28 | 4.50 | 4.93 |

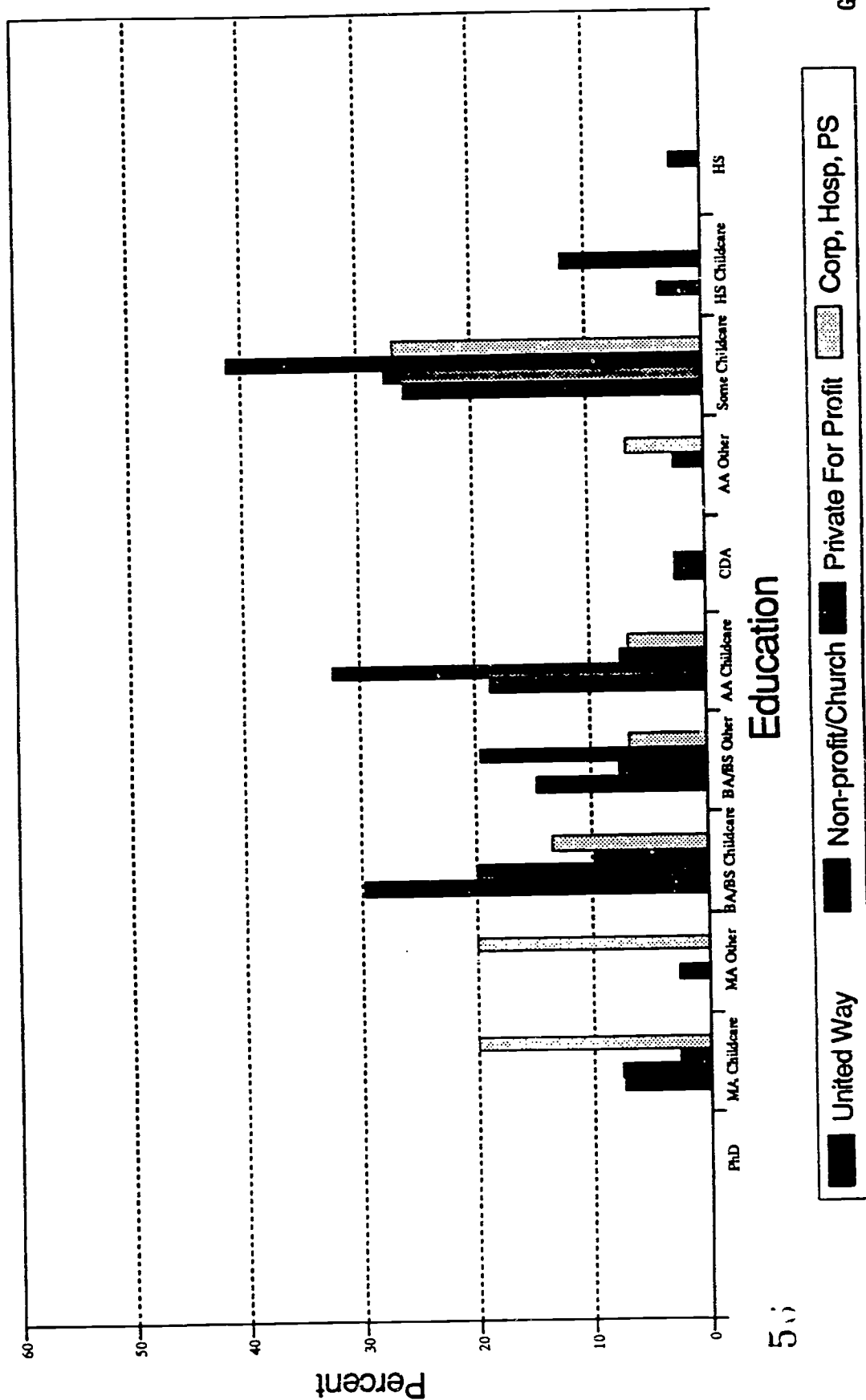
PERCENT AT EACH EDUCATIONAL LEVEL BY POSITION



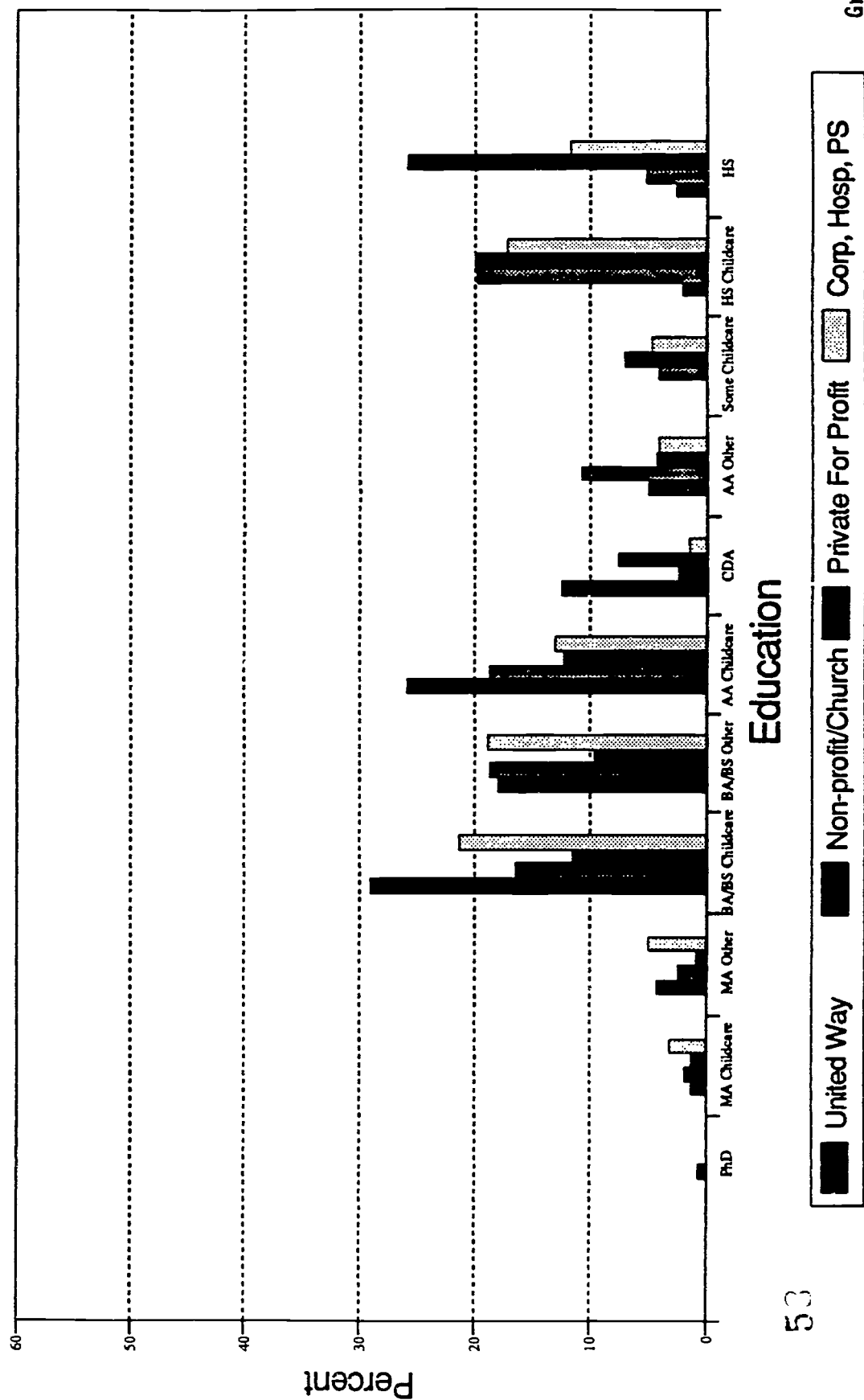
PERCENT OF DIRECTORS AT EACH EDUCATIONAL LEVEL



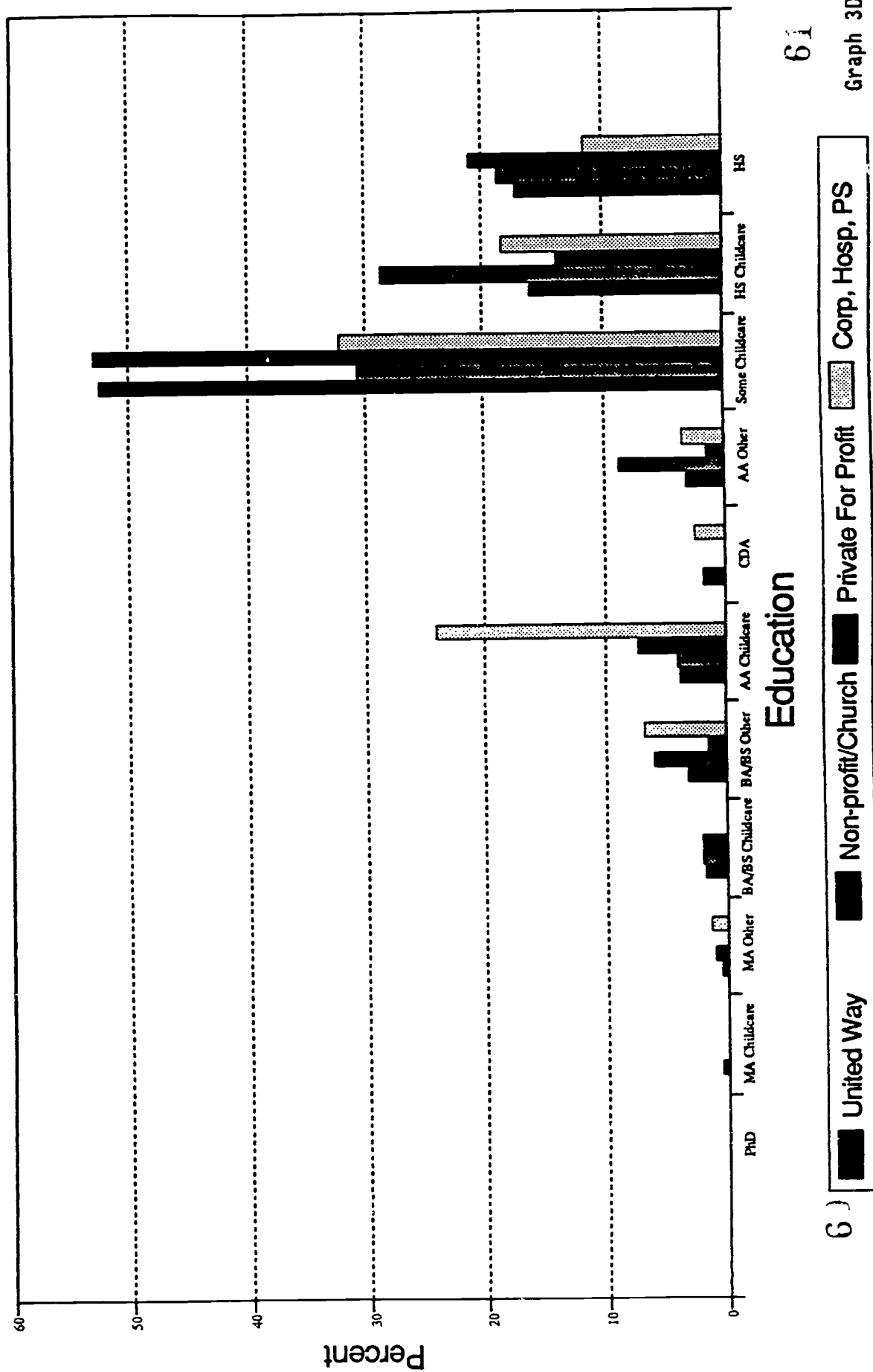
PERCENT OF SUPERVISORS AT EACH EDUCATIONAL LEVEL



PERCENT OF TEACHERS AT EACH EDUCATIONAL LEVEL



PERCENT OF ASSISTANT TEACHERS AT EACH EDUCATIONAL LEVEL



Education

61

6)

United Way Non-profit/Church Private For Profit Corp, Hosp, PS

Graph 3D

TABLE 9

| CENTERS WITH DIRECTORS AT EACH EDUCATIONAL LEVEL | | | | | | | | | | |
|--|------------|------|-------------------|------|--------------------|------|------------------------------|------|-------|------|
| EDUCATION | UNITED WAY | | NON-PROFIT/CHURCH | | PRIVATE FOR PROFIT | | CORP, HOSPITAL PUBLIC SCHOOL | | ALL | |
| | freq. | % | freq. | % | freq. | % | freq. | % | freq. | % |
| PhD | 1 | 4.2 | 1 | 2.2 | 1 | 1.9 | 2 | 8.7 | 5 | 3.4 |
| MA Childcare | 9 | 37.5 | 6 | 13.3 | 1 | 1.9 | 3 | 13.0 | 19 | 13.0 |
| MA Other | 2 | 8.3 | 8 | 17.8 | 3 | 5.6 | 1 | 4.4 | 14 | 9.6 |
| BA/BS Childcare | 4 | 16.7 | 5 | 11.1 | 13 | 24.1 | 7 | 30.4 | 29 | 19.9 |
| BA/BS Other | 5 | 20.8 | 9 | 20.0 | 7 | 13.0 | 2 | 8.7 | 23 | 15.8 |
| AA Childcare | 0 | 0.0 | 10 | 22.2 | 9 | 16.7 | 2 | 8.7 | 21 | 14.4 |
| CDA | 0 | 0.0 | 3 | 6.7 | 4 | 7.4 | 2 | 8.7 | 9 | 6.2 |
| AA Other | 2 | 8.3 | 2 | 4.4 | 2 | 3.7 | 0 | 0.0 | 6 | 4.1 |
| Some Childcare | 1 | 4.2 | 3 | 6.7 | 13 | 24.1 | 1 | 4.4 | 18 | 12.3 |
| TOTAL CENTERS | 24 | | 45 | | 54 | | 23 | | 146 | |

TABLE 9A

| DIRECTORS AT EACH EDUCATIONAL LEVEL | | | | | | | | | | |
|-------------------------------------|------------|------|-------------------|------|--------------------|------|------------------------------|------|-------|------|
| EDUCATION | UNITED WAY | | NON-PROFIT/CHURCH | | PRIVATE FOR PROFIT | | CORP, HOSPITAL PUBLIC SCHOOL | | ALL | |
| | freq. | % | freq. | % | freq. | % | freq. | % | freq. | % |
| PhD | 1 | 4.2 | 1 | 2.1 | 1 | 1.9 | 2 | 9.5 | 5 | 3.4 |
| MA Childcare | 9 | 37.5 | 6 | 12.5 | 1 | 1.9 | 4 | 19.1 | 20 | 13.7 |
| MA Other | 2 | 8.3 | 8 | 16.7 | 3 | 5.7 | 1 | 4.8 | 14 | 9.6 |
| BA/BS Childcare | 4 | 16.7 | 5 | 10.4 | 13 | 24.5 | 7 | 33.3 | 29 | 19.9 |
| BA/BS Other | 5 | 20.8 | 10 | 20.8 | 7 | 13.2 | 2 | 9.5 | 24 | 16.4 |
| AA Childcare | 0 | 0.0 | 10 | 20.8 | 9 | 17.0 | 2 | 9.5 | 21 | 14.4 |
| CDA | 0 | 0.0 | 3 | 6.3 | 4 | 7.6 | 2 | 9.5 | 9 | 6.2 |
| AA Other | 2 | 8.3 | 2 | 4.2 | 2 | 3.8 | 0 | 0.0 | 6 | 4.1 |
| Some Childcare | 1 | 4.2 | 3 | 6.3 | 13 | 24.5 | 1 | 4.8 | 18 | 12.3 |
| HS Childcare | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| High School | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| TOTAL | 24 | | 48 | | 53 | | 21 | | 146 | |

TABLE 10

| CENTERS WITH SUPERVISORS AT EACH EDUCATIONAL LEVEL | | | | | | | | | | |
|--|------------|------|-------------------|------|--------------------|------|------------------------------|------|-------|------|
| EDUCATION | UNITED WAY | | NON-PROFIT/CHURCH | | PRIVATE FOR PROFIT | | CORP, HOSPITAL PUBLIC SCHOOL | | ALL | |
| | freq. | % | freq. | % | freq. | % | freq. | % | freq. | % |
| PhD | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| MA Childcare | 2 | 8.3 | 2 | 4.4 | 1 | 1.9 | 3 | 13.0 | 8 | 5.5 |
| MA Other | 0 | 0.0 | 1 | 2.2 | 0 | 0.0 | 2 | 8.7 | 3 | 2.1 |
| BA/BS Childcare | 8 | 33.3 | 5 | 11.1 | 4 | 7.4 | 2 | 8.7 | 19 | 13.0 |
| BA/BS Other | 3 | 12.5 | 3 | 6.7 | 6 | 11.1 | 1 | 4.4 | 13 | 8.9 |
| AA Childcare | 5 | 20.8 | 8 | 17.8 | 3 | 5.6 | 1 | 4.4 | 17 | 11.6 |
| CDA | 0 | 0.0 | 1 | 2.2 | 1 | 1.9 | 0 | 0.0 | 2 | 1.4 |
| AA Other | 0 | 0.0 | 0 | 0.0 | 1 | 1.9 | 1 | 4.4 | 2 | 1.4 |
| Some Childcare | 5 | 20.8 | 8 | 17.8 | 14 | 25.9 | 4 | 17.4 | 31 | 21.2 |
| HS Childcare | 1 | 4.2 | 0 | 0.0 | 4 | 7.4 | 0 | 0.0 | 5 | 3.4 |
| High School | 0 | 0.0 | 0 | 0.0 | 1 | 1.9 | 0 | 0.0 | 1 | 0.7 |
| TOTAL CENTERS | 24 | | 45 | | 54 | | 23 | | 146 | |

TABLE 10A

| SUPERVISORS AT EACH EDUCATIONAL LEVEL | | | | | | | | | | |
|---------------------------------------|------------|------|-------------------|------|--------------------|------|------------------------------|------|-------|------|
| EDUCATION | UNITED WAY | | NON-PROFIT/CHURCH | | PRIVATE FOR PROFIT | | CORP, HOSPITAL PUBLIC SCHOOL | | ALL | |
| | freq. | % | freq. | % | freq. | % | freq. | % | freq. | % |
| PhD | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| MA Childcare | 2 | 7.4 | 3 | 7.5 | 1 | 2.4 | 3 | 20.0 | 9 | 7.3 |
| MA Other | 0 | 0.0 | 1 | 2.5 | 0 | 0.0 | 3 | 20.0 | 4 | 3.3 |
| BA/BS Childcare | 8 | 29.6 | 8 | 20.0 | 4 | 9.8 | 2 | 13.3 | 22 | 17.9 |
| BA/BS Other | 4 | 14.8 | 3 | 7.5 | 8 | 19.5 | 1 | 6.7 | 16 | 13.0 |
| AA Childcare | 5 | 18.5 | 13 | 32.5 | 3 | 7.3 | 1 | 6.7 | 22 | 17.9 |
| CDA | 0 | 0.0 | 1 | 2.5 | 1 | 2.4 | 0 | 0.0 | 2 | 1.6 |
| AA Other | 0 | 0.0 | 0 | 0.0 | 1 | 2.4 | 1 | 6.7 | 2 | 1.6 |
| Some Childcare | 7 | 25.9 | 11 | 27.5 | 17 | 41.5 | 4 | 26.7 | 39 | 31.7 |
| HS Childcare | 1 | 3.7 | 0 | 0.0 | 5 | 12.2 | 0 | 0.0 | 6 | 4.9 |
| High School | 0 | 0.0 | 0 | 0.0 | 1 | 2.4 | 0 | 0.0 | 1 | 0.8 |
| TOTAL | 27 | | 40 | | 41 | | 15 | | 123 | |

TABLE 11

| CENTERS WITH TEACHERS AT EACH EDUCATIONAL LEVEL | | | | | | | | | | |
|---|------------|------|-------------------|------|--------------------|------|------------------------------|------|-------|------|
| EDUCATION | UNITED WAY | | NON-PROFIT/CHURCH | | PRIVATE FOR PROFIT | | CORP, HOSPITAL PUBLIC SCHOOL | | ALL | |
| | freq. | % | freq. | % | freq. | % | freq. | % | freq. | % |
| PhD | 0 | 0.0 | 1 | 2.2 | 0 | 0.0 | 0 | 0.0 | 1 | 0.7 |
| MA Childcare | 1 | 4.2 | 1 | 2.2 | 3 | 5.6 | 3 | 13.0 | 8 | 5.5 |
| MA Other | 2 | 8.3 | 4 | 8.9 | 2 | 3.7 | 5 | 21.7 | 13 | 8.9 |
| BA/BS Childcare | 13 | 54.2 | 10 | 22.2 | 12 | 22.2 | 9 | 39.1 | 44 | 30.1 |
| BA/BS Other | 11 | 45.8 | 13 | 28.9 | 12 | 22.2 | 10 | 43.5 | 46 | 31.5 |
| AA Childcare | 13 | 54.2 | 13 | 28.9 | 17 | 31.5 | 8 | 34.8 | 51 | 34.9 |
| CDA | 7 | 29.2 | 4 | 8.9 | 11 | 20.4 | 3 | 13.0 | 25 | 17.1 |
| AA Other | 7 | 29.2 | 10 | 22.2 | 7 | 13.0 | 3 | 13.0 | 27 | 18.5 |
| Some Childcare | 0 | 0.0 | 5 | 11.1 | 9 | 16.7 | 2 | 8.7 | 16 | 11.0 |
| HS Childcare | 3 | 12.5 | 13 | 28.9 | 17 | 31.5 | 6 | 26.1 | 39 | 26.7 |
| High school | 3 | 12.5 | 6 | 13.3 | 16 | 29.6 | 6 | 26.1 | 31 | 21.2 |
| TOTAL CENTERS | 24 | | 45 | | 54 | | 23 | | 146 | |

TABLE 11A

| TEACHERS AT EACH EDUCATIONAL LEVEL | | | | | | | | | | |
|------------------------------------|------------|------|-------------------|------|--------------------|------|------------------------------|------|-------|------|
| EDUCATION | UNITED WAY | | NON-PROFIT/CHURCH | | PRIVATE FOR PROFIT | | CORP, HOSPITAL PUBLIC SCHOOL | | ALL | |
| | freq. | % | freq. | % | freq. | % | freq. | % | freq. | % |
| PhD | 0 | 0.0 | 1 | 0.6 | 0 | 0.0 | 0 | 0.0 | 1 | 0.1 |
| MA Childcare | 2 | 1.2 | 3 | 1.7 | 3 | 1.2 | 7 | 3.2 | 14 | 1.8 |
| MA Other | 7 | 4.3 | 4 | 2.3 | 2 | 0.8 | 11 | 5.0 | 24 | 2.9 |
| BA/BS Childcare | 47 | 29.0 | 29 | 16.4 | 30 | 11.5 | 47 | 21.2 | 153 | 18.6 |
| BA/BS Other | 29 | 17.9 | 33 | 18.6 | 25 | 9.6 | 42 | 18.9 | 129 | 15.7 |
| AA Childcare | 42 | 25.9 | 33 | 18.6 | 32 | 12.3 | 29 | 13.1 | 136 | 16.6 |
| CDA | 20 | 12.4 | 4 | 2.3 | 20 | 7.7 | 3 | 1.4 | 47 | 5.7 |
| AA Other | 8 | 4.9 | 19 | 10.7 | 11 | 4.2 | 9 | 4.1 | 47 | 5.7 |
| Some Childcare | 0 | 0.0 | 7 | 4.0 | 18 | 6.9 | 10 | 4.5 | 35 | 4.3 |
| HS Childcare | 3 | 1.9 | 35 | 19.8 | 52 | 20.0 | 38 | 17.1 | 128 | 15.6 |
| High School | 4 | 2.5 | 9 | 5.1 | 67 | 25.8 | 26 | 11.7 | 106 | 12.9 |
| TOTAL | 162 | | 177 | | 260 | | 222 | | 821 | |

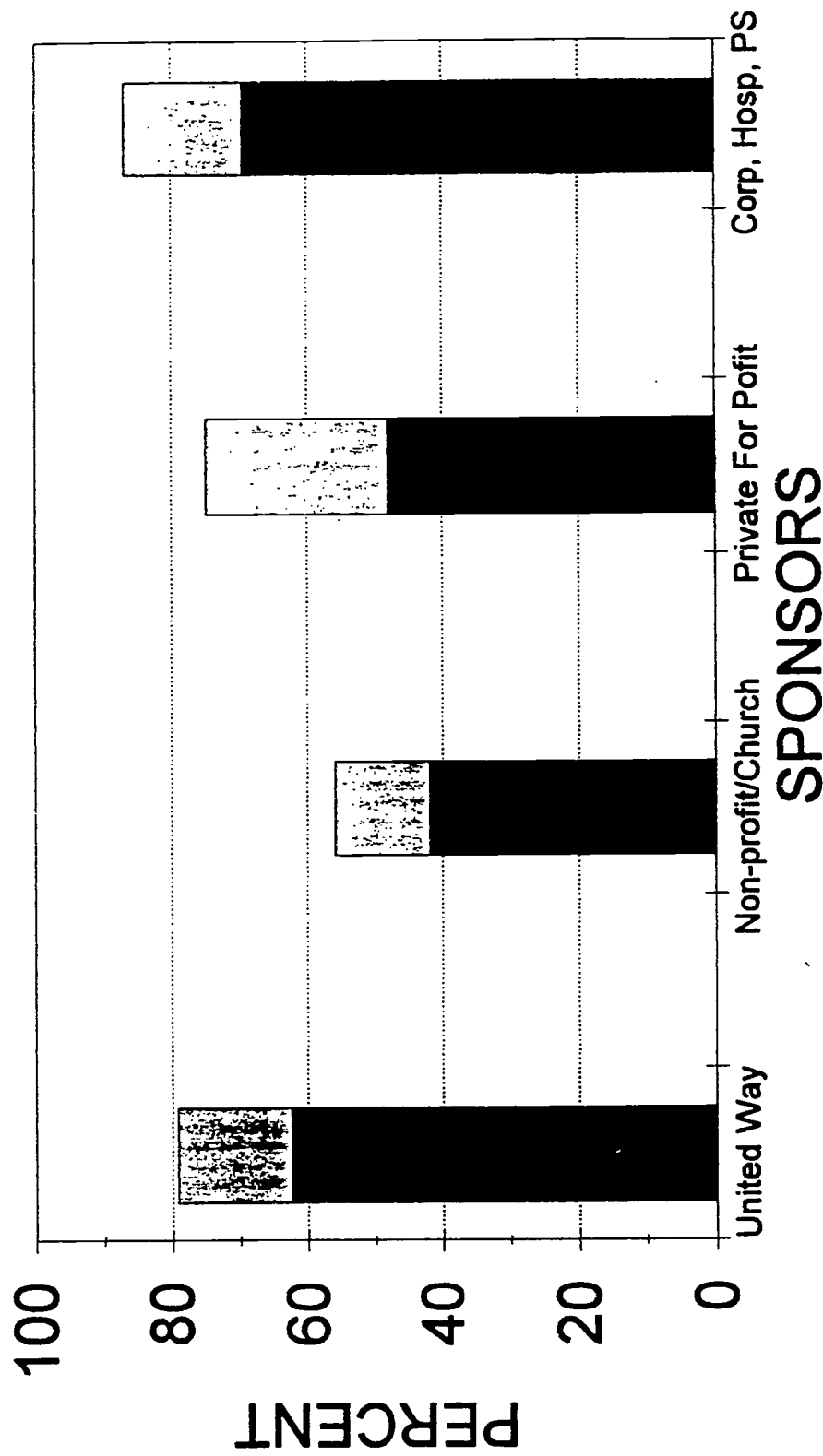
TABLE 12

| CENTERS WITH ASSISTANT TEACHERS AT EACH EDUCATIONAL LEVEL | | | | | | | | | | |
|---|------------|------|-------------------|------|--------------------|------|------------------------------|------|-------|------|
| EDUCATION | UNITED WAY | | NON-PROFIT/CHURCH | | PRIVATE FOR PROFIT | | CORP, HOSPITAL PUBLIC SCHOOL | | ALL | |
| | freq. | % | freq. | % | freq. | % | freq. | % | freq. | % |
| PhD | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| MA Childcare | 1 | 4.2 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 1 | 0.7 |
| MA Other | 1 | 4.2 | 1 | 2.2 | 0 | 0.0 | 1 | 4.4 | 3 | 2.1 |
| BA/BS Childcare | 2 | 8.3 | 1 | 2.2 | 3 | 5.6 | 0 | 0.0 | 6 | 4.1 |
| BA/BS Other | 3 | 12.5 | 4 | 8.9 | 2 | 3.7 | 2 | 8.7 | 11 | 7.5 |
| AA Childcare | 6 | 25.0 | 1 | 2.2 | 5 | 9.3 | 2 | 8.7 | 14 | 9.6 |
| CDA | 2 | 8.3 | 0 | 0.0 | 0 | 0.0 | 2 | 8.7 | 4 | 2.7 |
| AA Other | 3 | 12.5 | 3 | 6.7 | 2 | 3.7 | 2 | 8.7 | 10 | 6.9 |
| Some Childcare | 16 | 66.7 | 17 | 37.8 | 25 | 46.3 | 7 | 30.4 | 65 | 44.5 |
| HS Childcare | 8 | 33.3 | 8 | 17.8 | 13 | 24.1 | 5 | 21.7 | 34 | 23.3 |
| High School | 10 | 41.7 | 10 | 22.2 | 14 | 25.9 | 5 | 21.7 | 39 | 26.7 |
| TOTAL CENTERS | 24 | | 45 | | 54 | | 23 | | 146 | |

TABLE 12A

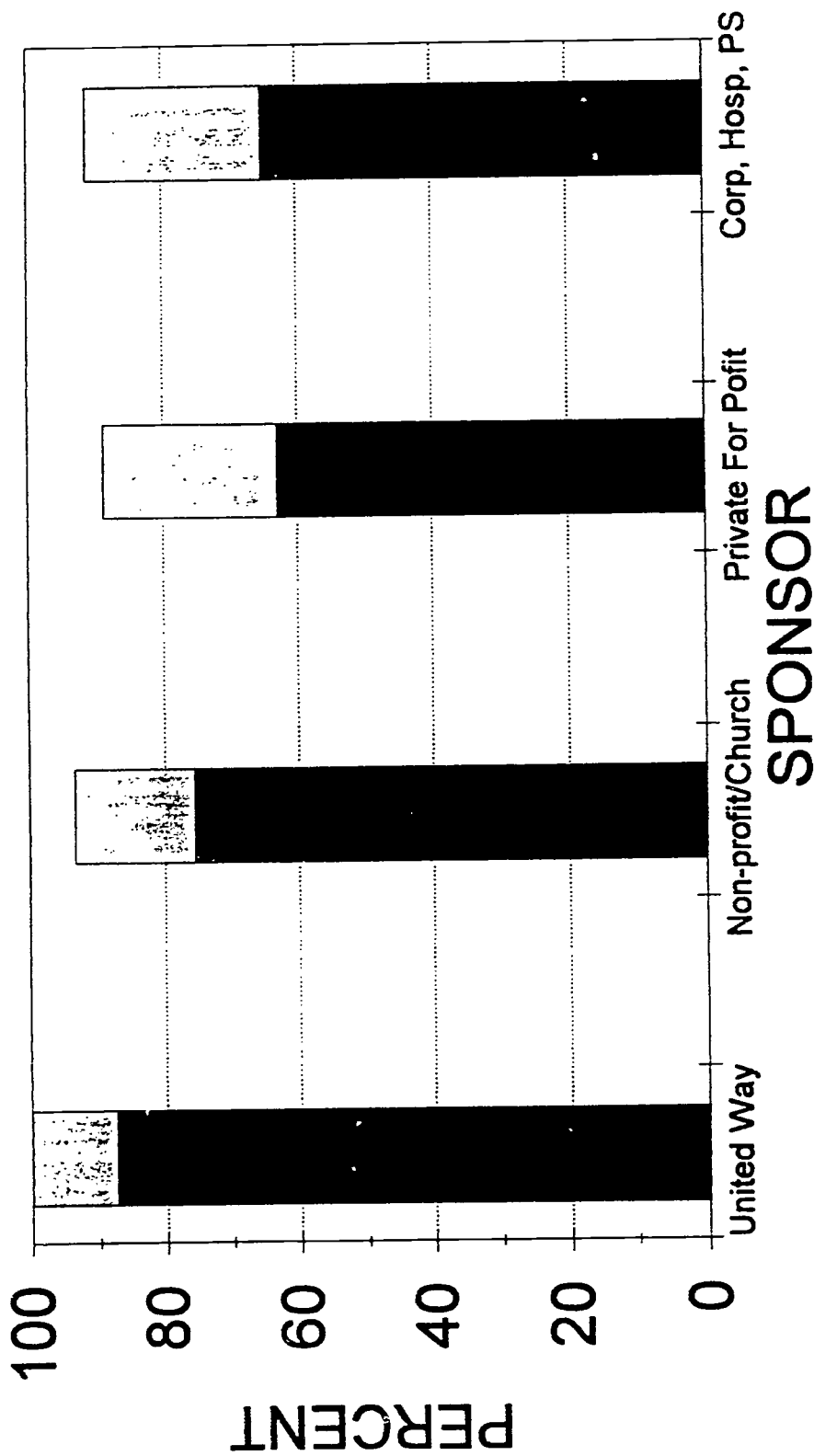
| ASSISTANT TEACHERS AT EACH EDUCATIONAL LEVEL | | | | | | | | | |
|--|------------|------|-------------------|------|--------------------|------|------------------------------|------|-----|
| EDUCATION | UNITED WAY | | NON-PROFIT/CHURCH | | PRIVATE FOR PROFIT | | CORP, HOSPITAL PUBLIC SCHOOL | | ALL |
| | freq. | % | freq. | % | freq. | % | freq. | % | |
| PhD | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 |
| MA Childcare | 1 | 0.4 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 1 |
| MA Other | 1 | 0.4 | 1 | 1.0 | 0 | 0.0 | 1 | 1.2 | 3 |
| BA/BS Childcare | 4 | 1.7 | 2 | 2.0 | 3 | 2.0 | 0 | 0.0 | 9 |
| BA/BS Other | 7 | 3.0 | 6 | 5.9 | 2 | 1.3 | 6 | 6.9 | 21 |
| AA Childcare | 9 | 3.9 | 4 | 4.0 | 11 | 7.3 | 21 | 24.1 | 45 |
| CDA | 4 | 1.7 | 0 | 0.0 | 0 | 0.0 | 2 | 2.3 | 6 |
| AA Other | 7 | 3.0 | 9 | 8.9 | 2 | 1.3 | 3 | 3.5 | 21 |
| Some Childcare | 122 | 52.6 | 31 | 30.7 | 80 | 53.0 | 28 | 32.2 | 261 |
| HS Childcare | 37 | 16.0 | 29 | 28.7 | 21 | 13.9 | 16 | 18.4 | 103 |
| High School | 40 | 17.2 | 19 | 18.8 | 32 | 21.2 | 10 | 11.5 | 101 |
| TOTAL | 232 | | 101 | | 151 | | 87 | | 571 |

PROVIDE FINANCIAL ASSISTANCE FOR CREDIT COURSES

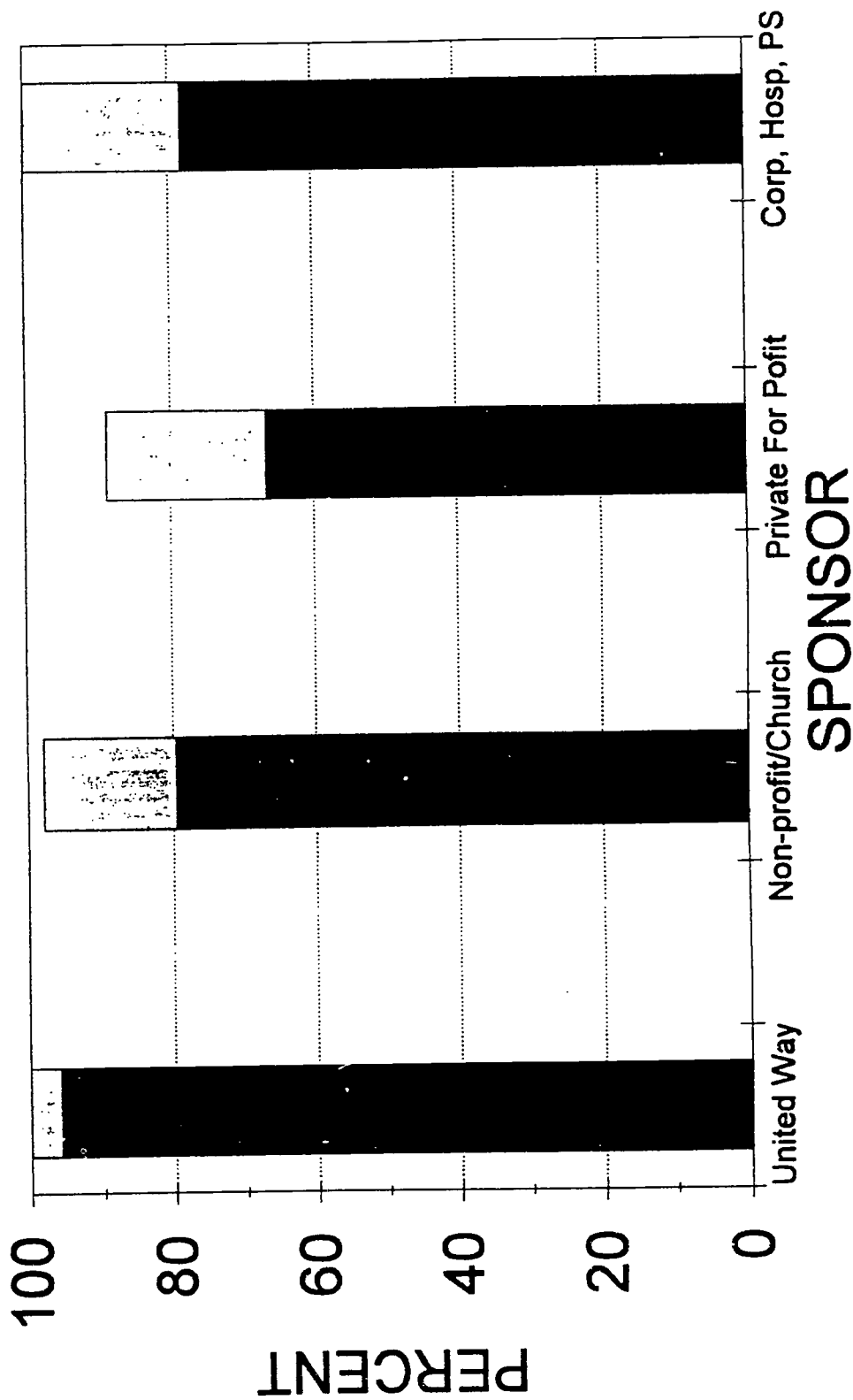


YES
 SOMETIMES

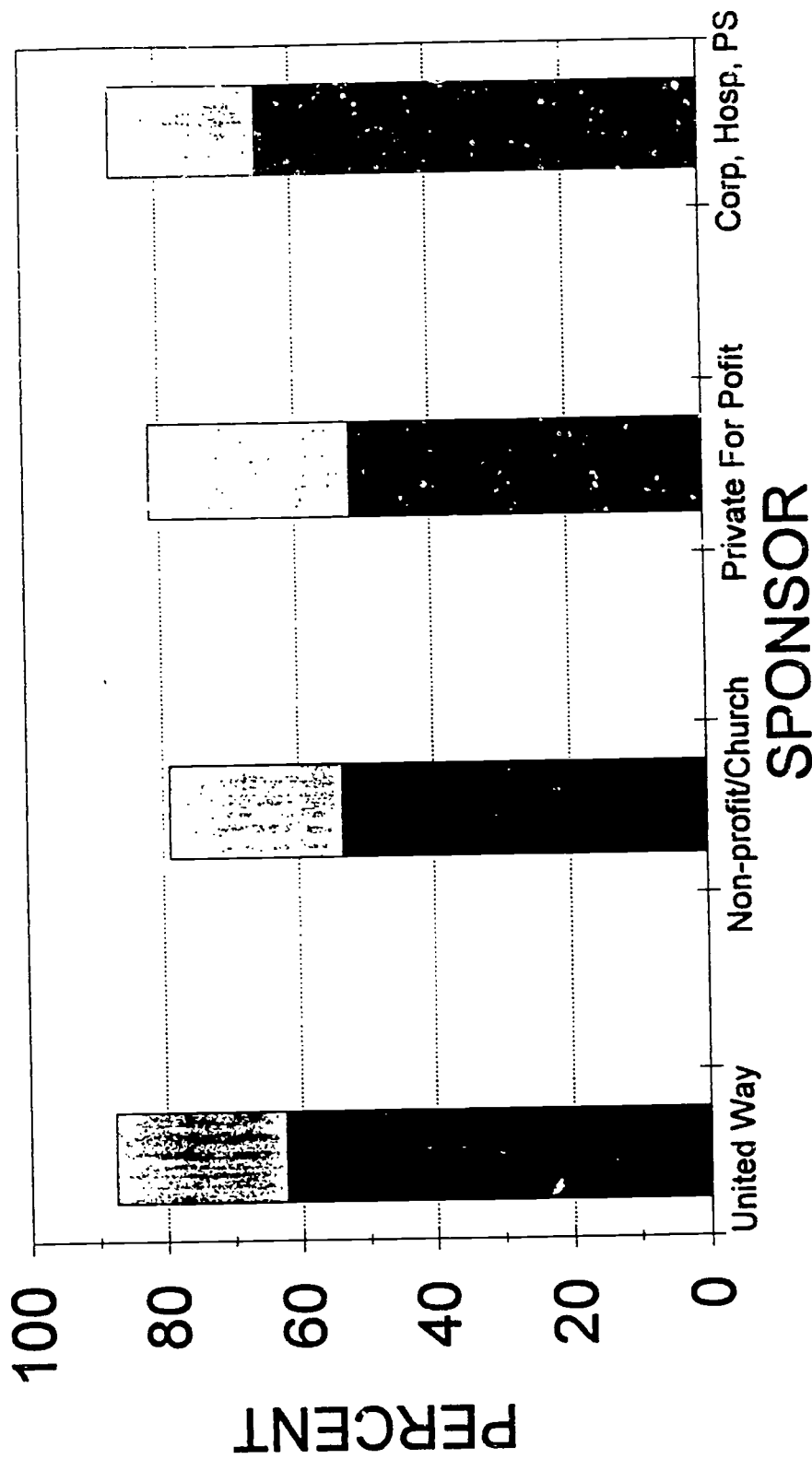
PROVIDE FUNDS FOR WORKSHOPS, SEMINARS, CONFERENCES



PROVIDE INSERVICE TRAINING



PAY MORE IF COMPLETE CERTIFICATE OR DEGREE PROGRAM



☒ YES
 ☐ SOMETIMES

OPPORTUNITIES FOR PROFESSIONAL ADVANCEMENT

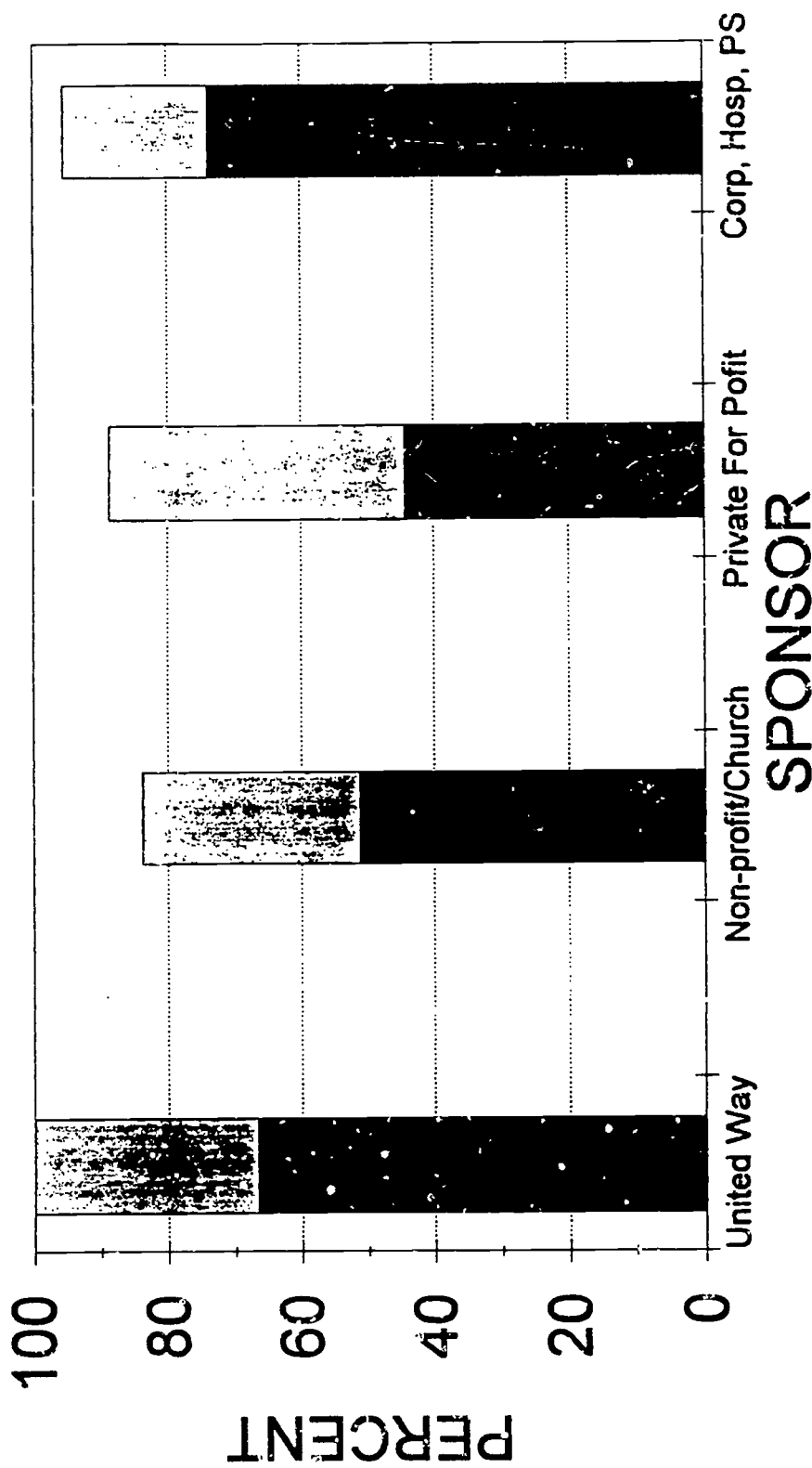


Table 13

| PERCENT OF CENTERS THAT PROVIDE FINANCIAL ASSISTANCE FOR STAFF TAKING CREDIT COURSES IN EARLY CHILDHOOD EDUCATION OR CHILD CARE. | | | | |
|--|------------|-------------------|--------------------|----------------|
| | UNITED WAY | NON-PROFIT/CHURCH | PRIVATE FOR PROFIT | CORP, HOSP, PS |
| YES | 62.5% | 41.9% | 48.1% | 69.6% |
| NO | 20.8 | 44.2 | 25.0 | 13.0 |
| SOMETIMES | 16.7 | 14.0 | 26.9 | 17.4 |

Table 14

| PERCENT OF CENTERS THAT PROVIDE FUNDS FOR STAFF TO ATTEND WORKSHOPS, SEMINARS, OR CONFERENCES. | | | | |
|--|------------|-------------------|--------------------|----------------|
| | UNITED WAY | NON-PROFIT/CHURCH | PRIVATE FOR PROFIT | CORP, HOSP, PS |
| YES | 87.5% | 75.6% | 63.0% | 65.2% |
| NO | 0.0 | 6.7 | 11.1 | 8.7 |
| SOMETIMES | 12.5 | 17.8 | 25.9 | 26.1 |

Table 15

| PERCENT OF CENTERS THAT PROVIDE IN-SERVICE TRAINING FOR STAFF. | | | | |
|--|------------|-------------------|--------------------|----------------|
| | UNITED WAY | NON-PROFIT/CHURCH | PRIVATE FOR PROFIT | CCRP, HOSP, PS |
| YES | 95.8% | 79.6% | 66.7% | 78.3% |
| NO | 0.0 | 2.3 | 11.1 | 0.0 |
| SOMETIMES | 4.2 | 18.2 | 22.2 | 21.7 |

Table 16

| PERCENT THAT PAY HIGHER SALARIES TO STAFF IF THEY COMPLETE A CERTIFICATE OR DEGREE PROGRAM. | | | | |
|---|------------|-------------------|--------------------|----------------|
| | UNITED WAY | NON-PROFIT/CHURCH | PRIVATE FOR PROFIT | CORP, HOSP, PS |
| YES | 62.5% | 53.5% | 51.9% | 65.2% |
| NO | 12.5 | 20.9 | 18.5 | 15.0 |
| SOMETIMES | 25 | 25.6 | 29.6 | 21.7 |

Table 17

| PERCENT OF CENTERS THAT PROVIDE OPPORTUNITIES FOR PROFESSIONAL ADVANCEMENT IN THEIR PROGRAM. | | | | |
|--|------------|-------------------|--------------------|----------------|
| | UNITED WAY | NON-PROFIT/CHURCH | PRIVATE FOR PROFIT | CORP, HOSP, PS |
| YES | 66.7% | 51.2% | 44.4% | 73.9% |
| NO | 0.0 | 16.3 | 11.1 | 4.4 |
| SOMETIMES | 33.3 | 32.5 | 44.4 | 21.7 |